Strategy Management of Dakwah Education in the Era of the Industrial Revolution 4.0

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ARTICLE INFO	ABSTRACT
	challenges to the da'wah movement and da'wah education in the very complex industrial 4.0 era, including; Da'wah runs very normatively, does not pay attention to the actual situations that exist in society, da'wah runs stagnant and is unable to answer real problems in society, and there is still a lack of application of da'wah strategies, including da'wah that involves a da'wah organization. Therefore, there is a need for strategic management of da'wah and da'wah education, so that the existence of da'wah is not displaced in this 4.0 industrial era. The purpose of this research in general is to obtain an overview, describe, and reveal this research. The focus of the specific objectives is to obtain an overview of 1) environmental analysis, 2) strategy formulation, 3) strategy implementation, 4) evaluation and control, and 5) supporting and inhibiting factors of this research. The research procedure uses qualitative methods, through the process: 1) Observation; 2) Interview; 3) Documentation. Which was developed through the triangulation process, processed using descriptive logic analysis. The findings of this study include 1) environmental analysis carried out in two stages, namely: internal environmental analysis which includes components of strengths and weaknesses that are owned and faced, and external environmental analysis with two main components, namely opportunities and challenges/threats, 2) strategy formulation is carried out systematically. systematic with elements consisting of vision, mission, goals, policies, and main strategies in the application of this research. 3) strategy implementation is the process of realizing a strategy formulation which includes programs, budgets, and procedures, 4) evaluation and control of the program implementation of this research is a control measure from the start of the program being compiled, then implemented and the program ends, and 5) human resources (HR) is a factor supporting the implementation of this research and the mindset of the management who still doesn't understand is the obstacle.

Introduction

Da'wah in etymological terms comes from the Arabic data - yad's - da'watan which means inviting, calling, and calling. The word da'wah has been mentioned many times in the Qur'an as many as 213 times. This is proof that da'wah is very important in the development of Islam, so Allah repeatedly mentions the word da'wah in the Qur'an.

Da'wah contains the meaning as an activity, an invitation in the form of oral, written, behavior and so on which is carried out consciously and planned to influence other people both individually and in groups so that an understanding of awareness, appreciation, and experience of the teachings arises in him. religion as a message conveyed to him without any element of coercion (Siga, 2016).

Da'wah is also an integral part of Islamic teachings that must be carried out by every Muslim. This obligation is reflected in the concepts of Amar ma'ruf and nahi Munkar, namely orders to invite people to carry out positive-constructive behavior while at the same time inviting them to leave and distance themselves from negative-destructive behavior. This concept contains two implications of meaning at once, namely the principle of the struggle to uphold the truth in Islam and efforts to actualize the truth of Islam in social life to save them and the environment from damage (alfasad) (Pimay, 2006).

Da'wah must be carried out in various ways so that it can always be accepted by the community, this then makes da'wah a process of social change, where changes in values at the individual level can propagate to society due to social interactions between individuals, both as preachers and as preachers. honey. With the emergence of the view that da'wah is seen as a process of communication and a process of social change, the strategy of da'wah that is focused on verbal means is no longer adequate. Especially if da'wah activities are dealing with various social problems and challenges in the current new media era.

However, so far, people have misunderstood the meaning and understanding of da'wah, in which da'wah is only seen as a lecture or tabligh. Such an understanding is wrong because it narrows the meaning of da'wah itself. Because lectures and tabligh are only a small part of the da'wah method. The meaning of da'wah is very broad, therefore to understand da'wah requires two approaches as follows: first, understanding da'wah as a science as well as other sciences. This da'wah science arises because of natural phenomena that are free will (due to free thought) and specifically this science is applied science. Second, understand da'wah practically as an action and action to be developed.

Understanding the essence of da'wah, this da'wah activity is often understood as an effort to provide Islamic solutions to various problems in life, both those related to the problems of 'ubudiyah, mu'amalah, and ijtimaiyah. The construct of da'wah is strongly influenced by the quality of the interaction between the standardization of the basic ideology and the creativity of the proponents of da'wah in displaying the ideology by the structure and pattern of the developing culture. In addition, Islamic da'wah should not be solely oriented towards splendor but is mostly directed at deepening and developing insight. This is very important because considering that in a pluralistic society, an open but not dissolving attitude is needed, and a cosmopolitan but personality attitude is needed. Moreover, with the development of science and communication technology, Islamic da'wah must also be able to take advantage of these technological advances.

In Indonesia, the number of village residents will decrease to be replaced by the majority of urban people; either because of urbanization or because of settlements that have become urbanized. At that time, many people will work in the service industry and trade, the number of relatively educated people will be higher, the average elementary school education will be replaced with an average high school graduate because of the 12-year compulsory education program. Various forms of industry and business will increasingly change because we have entered the ASEAN Free Trade Era which began in 2003 and the World Free Trade Era in 2020 and above.

In reality, da'wah and socio-cultural reality always influence each other. Because Islamic da'wah can have an influence on its environment, in the sense that it can provide a philosophical basis, direction, motivation, and guidelines for community change, to

create a new society with a culture that smells of Islam. On the other hand, Islamic da'wah is also influenced by changes in society in terms of its existence, style, and style as well as intended direction.

The process of Islamic da'wah will face problems, in line with the development of human civilization itself which involves politics, economy, society, culture, and science which is always changing. Because it is also related to changes in the value of the human perspective on the changes that occur (Darwis, 2019).

Communities consisting of various socio-religious and complex cultural backgrounds sometimes find it difficult to receive da'wah messages. One of the reasons is because the da'i often regard the object of da'wah as a vacuum society, even though now they are dealing with a community setting that has a variety of conditions with various problems, a society with various values and plurality in the way of life, a society that often experiences changes in a dynamic way. fast, which leads to a functional society, a global society, and an open society (Anas, 2006).

The occurrence of the industrial revolution 4.0 makes technology develop extraordinary, as well as bringing positive and negative effects to society, inevitably the community will face the impact of this 4.0 industrial revolution era, in the form of political, cultural, economic, and ideological aggression that marginalizes and disqualifies the established traditional structure of society. On this plain, the da'wah movement is required to be able to provide new paradigms that can transfer the messages of Islamic teachings to the community. The significance of Islamic da'wah in the development of community values is how the changing society's perspective is directed towards positive values that come from the perspective and teachings of Islam. Thus, these changes remain in the corridor of Islamic teachings. Therefore, Islamic da'wah must remain in the development and change of values in society.

Likewise, the da'wah activities developed by Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab are more focused on the field of da'wah movement with a movement of the IQOMAH (Qoryah Mubarokah) Nusantara Motivating Organization in Sukabumi Regency. This is because the reality of da'wah at the religious level of the surrounding community is still relatively low and minimal. Even customs and traditions that develop tend to lead to polytheism and are far from Islamic values which are full of teachings and noble values and noble character. Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab is a charismatic and unique Kiai, Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab has a very extraordinary appeal because he can provide what the people of Sukabumi district need in the field of science or knowledge, especially in the field of Religion. Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab also has a uniqueness that sometimes makes the people of Sukabumi district feel surprised at him, where Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab when preaching uses cultural arts and prioritizes community unity (prioritizing religious substance). Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab also never used violence in preaching (interview with K.H Muhammad Syahrum).

Departing from the thoughts, conditions, facts, phenomena, problems, root causes above, the researcher wants to examine a da'wah institution, namely the NUSANTARA Qoryah Mubarokah (Qoryah Mubarokah) propaganda institution in Sukabumi Regency which was initiated by Almaghfirlah KH Zezen Zaenal Abidin Bazul Asyhab. Where researchers want to focus on research on strategic management of da'wah education in the era of the industrial revolution 4.0

Method

This research on the management of da'wah education strategies in the era of the industrial revolution 4.0 uses a qualitative approach. This is in line with the opinion of (Supriadi, 2018), that qualitative research is research aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of people individually and in groups. This qualitative research is aimed at understanding social phenomena from the participant's perspective. Participants are people who are invited to be interviewed, observed, asked to provide data, opinions, thoughts, and perceptions. Through this qualitative approach, the researcher observes people in

the da'wah institution environment, interacts with research subjects, such as the head of the da'wah institution, the da'i, administrators, and muhibin or sympathizers. The research seeks to understand the language and interpretation of da'wah institutions, see real phenomena in the research environment by understanding and giving meaning to a series of events that are seen in real terms.

Results And Discussion

The findings in the research conducted at the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA include environmental analysis activities, strategy formulation activities, strategy implementation activities, strategy evaluation activities, and supporting factors and obstacles to the management of da'wah education strategies in the era of the industrial revolution 4.0 to improve and renewal of da'wah strategy.

From the results of interviews, observations, and documentation, it can be explained that the general guidelines used by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA to conduct environmental analysis because they do not have specific guidelines used to determine the steps in analyzing the external and internal environment related to the environment. the strategy of the institution or organization, the current situation of the institution or organization, as well as the situation of the institution or organization that is expected in the future. Environmental analysis activities to determine SWOT which include strengths, weaknesses, opportunities, and threats/challenges (treats) are carried out during the preparation of the Medium Term Work Plan (RKJM) and Long Term Work Plan (RKJP) documents.) in the working meeting of the central, regional, branch, branch representatives, and qoryah management.

In addition to the absence of these specific guidelines, the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA does not have a special procedure used to conduct a SWOT analysis. Guidelines for preparing SWOT analysis in related books, which are general guidelines used by the author in preparing SWOT.

Based on the results of observations, interviews, and document review of the internal environmental analysis process carried out by taking into account the strengths and weaknesses of the institution. Efforts that have been made by the IQOMAH Da'wah Institute (Ikatan Motivator Qoryah Mubarokah) NUSANTARA about this are inputs and outputs as well as institutional resources. The input of the institution or organization intended by the IQOMAH Da'wah Institute (Association for the Movement of Qoryah Mubarokah) NUSANTARA is the preachers who are included in the management at various predetermined levels. Meanwhile, the institution's output is the result of the da'wah efforts that have been carried out. Institutional resources include the qualifications and competencies of administrators and dai, the management system of the institution or organization.

Meanwhile, the process of analyzing the external environment related to the opportunities and challenges faced by the institution or organization through a SWOT approach by taking into account various things, it's just that there is no actual data that strengthens the statement from the analysis of these conditions to provide further strengthening of information, namely social conditions in the area. in the form of changes in social values and norms, community, and national economic conditions.

strategies related to the actualization of the results of external environmental scanning (external environmental scanning) and internal (internal environmental scanning) in the form of SWOT, EFIS, and EFAS analyzes that are useful for preparing the vision, mission, and goals of the institution or organization. Therefore, the formulation of strategies in the form of the vision, mission, and goals of the institution or organization should be based on certain guidelines and procedures to suit the current educational conditions, the current condition of the institution or organization, and the condition of the institution or organization within a certain period. Based on the findings on the strategy formulation activities of institutions or organizations related to the implementation of da'wah education strategy management in the era of the industrial revolution 4.0 carried out by the IQOMAH Da'wah Institute (Qoryah Mubarokah

Movement Association) NUSANTARA, it can be explained as follows.

General guidelines used by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA to formulate the vision, mission, and goals of the institution or organization as referred to by AD/ART.

However, the institution or organization does not have specific guidelines that are used to determine the steps in strategy formulation in the form of the vision, mission, and goals of the institution or organization. In addition to the absence of these specific guidelines, the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA does not have a special procedure used to formulate strategies. The AD/ART that is set is general guidelines used in formulating strategies at the annual work meeting forum of an institution or organization.

One of the processes in strategic management is strategic formulation. Strategy formulation is the development of long-term plans (long-term planning) to manage environmental opportunities and threats, viewed from the strengths and weaknesses of the organization. (Hunger, 2020) stated:

"Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses (SWOT)."

Furthermore, it was said that the strategy formulation includes "the corporate mission, specifying achievable objectives, developing the es strategy, and setting policy guidelines". On another occasion, they also stated that:

"Strategy formulation, often referred to as strategic planning or long-range planning, is concerned with developing a corporation's mission, objectives, strategies, and policies." (Tardian, 2019).

(Tardian, 2019) assert that the action begins with the process of analyzing the situation by aligning the opportunity (external) and strength (internal) factors as well as threats (external) and weakness (internal).

The purpose of strategy formulation according to (Muldrianto, Mulyasa, & Yusuf, 2019) is making rational goals. Organizations are required to always make changes in the

direction of improvement to maintain their existence. (Hill Charles & Jones Gareth, 2008)state that the purpose of the SWOT analysis is to create a strategy that allows the creation of "a company-specific business" that is in line with the state of the company's resources and organizational capabilities to deal with environmental demands.

Planning is making a target to be achieved or achieved in the future. In an organization planning is a process of carefully thinking and determining the direction, goals, and actions as well as reviewing various resources and appropriate methods/techniques.

Planning is making/determining decisions regarding the direction to be taken, the actions to be taken, the resources to be processed, and the techniques/methods chosen to be used. The plan directs the organization's goals/goals and establishes the best procedures for achieving them. The procedure can be in the form of setting resources and determining techniques/methods. (Hafiz, 2017):

Planning includes the act of selecting and relating facts and making and using qualities regarding the future in terms of describing/visualizing and formulating proposed and necessary activities to achieve the desired results.

The purpose of strategy formulation according to (Tardian, 2019) is making rational goals. Organizations are required to always make changes in the direction of improvement to maintain their existence. (Hill Charles & Jones Gareth, 2008) state that the purpose of the SWOT analysis is to create a strategy that allows the creation of "a company-specific business" that is in line with the state of the company's resources and organizational capabilities to deal with environmental demands.

Based on this statement, SWOT analysis is used to measure the internal and external variables of the organization and is useful for identifying the state of the organization's resources. According to Wheelan and Hunger, several steps must be taken at the strategy formulation stage after developing the SWOT, namely determining the mission, objectives, developing strategies, and formulating policies. The following is a discussion of these stages.

a. Establish a vision. "Vision describes what the organization would like to become" (Tardian, 2019). (David & Sutton, 2011) adds that the vision is an ideal situation in the future that is expected to be realized which is stated today by all components of the organization.

b. Define the mission. The mission of the organization is the purpose or reason why the organization exists (why do we exist). The mission statement translates the existing, unique vision and sets it apart from other organizations. According to Wheelen & Hunger, the mission of an organization is "... the purpose or reason for the organization's existence".

c. Setting goals. Goals are specific results to be achieved from the mission set by the organization. Goals are also the result of planning activities. Objectives define what will be done and when it will be completed measurably. Achieving goals is the result of completing an organization's mission.

Goals are defined by Wheelan and Hunger with goals or objectives being: "... are the results of planned activity." Furthermore, they stated that goals are stated in action verbs that describe what will be achieved and when (what is to be accomplished by when) and should be quantified if possible. In short, they stated "The achievement of corporate objectives should result in the fulfillment of a corporation's mission. (2012:18).

d. Develop strategy.
Wheelan and Hunger stated "A strategy of a corporation forms a comprehensive master plan that states how the corporation will achieve its mission and objectives. Furthermore, it is stated: "It maximizes competitive advantage and minimizes competitive disadvantage" (2012:19).

Strategy is a comprehensive planning formulation of how an organization achieves the mission and goals that have been set. The strategy will maximize competitive advantage and minimize competitive limitations. (Hunger, 2020) call it ".... plan to achieve the mission and objectives". Furthermore, they discussed various strategies in all aspects, starting from marketing strategies, HRM (Human Resources Management), purchasing, operations, R&D, etc. However, the strategy in the context of educational institutions refers to the fulfillment of eight national education standards which include content standards, process standards, assessment standards, management standards, financing standards, infrastructure standards, standards for educators/educational staff, and graduation standards. The focus of this research is only on management standards.

e. Establish policies.
The policies according to Wheelan and Hunger are: "... a broad guideline for decision making that links the formulation of a strategy with its implementation. It is also stated that companies (in this context educational institutions) use policies to ensure that every action taken by organizational components is supported by the vision, mission, goals, and strategies (support the corporation's mission, objectives, and strategies) (2012:21).

On another occasion, they stated that policy is defined as "...the broad guidelines for implementation" (2012:258). Policies provide various demands and guidelines for the decision-making process. Policies link the process of strategy formulation and implementation. The term (Hunger, 2020) is "broad guidelines for decision making". Policies in the context of educational institutions or schools are important decisions made by school leaders to support the implementation of the vision, mission, and goals of education.

Strategy implementation is a process carried out by management to realize strategies and policies with various actions through program design, budgets, and work procedures. (Hunger, 2020) Strategy implementation is a process where management puts its strategies and policies into action through program development. , budgets, and procedures.

In another book, (Hunger, 2020) states: "Strategy implementation is a process by which strategies and policies are put into action through the development of programs, budgets, and procedures."

This process requires the readiness of culture (culture), organizational structure (structure), and management system (management system). Strategy implementation is carried out at all managerial levels, both top, middle, and lower. They added, "...sometimes referred to as operational planning, strategy

implementation often involves day-to-day decisions in resource allocation".

Strategy implementation consists of the preparation of programs (programs), budgets (budgets), and work procedures (procedures). Wheelen and Hunger added,

"Strategy implementation is the total of the activities and choices required for the execution of a strategic plan. It is the process by which objectives, strategies, and policies are put into action through the development of programs, budgets, and procedures."

They add that implementation is one of the key factors of management strategy:

"...implementation is a key part of strategic management. Strategy formulation and strategy implementation should thus be considered as two sides of the same coin" (2012:272).

(Rihsanza, 2018) suggests that a strategy implementation is an act of implementing a strategy that has been compiled into various optimal resource allocations. The main goal is the rationality of goals and resources.

From the explanation, it can be said that strategy formulation and strategy implementation are inseparable, meaning that the vision, mission, goals, strategies, policies, programs, budgets, and work procedures are a unified strategy.

The implementation stages are as follows.

a) Develop programs.

(Ahmad, 2012) state that: "A program is a statement of the activities or steps needed to accomplish a single-use plan. It makes a strategy action-oriented".

A program is a statement of activities or steps needed to complete a plan. The program involves components of an organizational structure that are tailored to the vision, midi, and goals as well as the company's internal culture.

b) Budget.

Wheelen and Hunger state the notion of the budget which is closely related to the program:

"A budget is a statement of a corporation's programs in terms of dollars. Used in planning and control, a budget lists the detailed cost of each program."

Wheelen and Hunger add that:

"The budget thus not only serves as a detailed plan of the new strategy in action, but it also specifies through pro forma financial statements the expected impact on the firm's financial future" (2012:22).

A budget is a program that is expressed in units of money, each program will be stated in detail in costs, which can be used by management to plan and control.

c) Procedure.

Wheelen and Hunger stated that:

"Procedures, sometimes termed Standard Operating Procedures (SOP), are a system of sequential steps or techniques that describe in detail how a particular task or job is to be done. They typically detail the various activities that must be carried out to complete the corporation's program"(2012: 22)

The procedure which is often known as POS (Standard Operating Procedure) is a sequence of steps that guide in detail how each program activity must be carried out and completed.

Evaluation, which is also related to control, is a process that must be passed after the various program and budget activities are carried out according to established procedures. Performance results (programs, budgets, and procedures) are monitored and comparisons are made with the desired performance or performance standards. Leaders at all levels use the information on performance results to take corrective action and solve problems. At this stage, the weaknesses in strategy implementation will be carefully and precisely identified to encourage future improvements to plans and processes.

Whellen and Hunger stated that "Evaluation and control is a process in which corporate activities and performance results are monitored so that actual performance can be compared with desired performance". What is meant by performance according to him is ".. the result of activities. It includes the actual outcomes of the strategy management process" (2012: 22).

Furthermore, it is stated that the leadership function at each level must be able to take advantage of the results "Managers at all levels use the resulting information to take corrective action and resolve problems". Although evaluation and control are the final elements of the strategic management process, these elements determine the

conditions for weaknesses in the implementation of the plan and therefore should encourage better changes in the future "… it can also pinpoint weaknesses in previously implemented strategic plans and thus stimulate the entire process to begin again" (2012:22).

For evaluation and control to be effective, managers must obtain clear, precise, and unbiased feedback from their subordinates in the corporate hierarchy. The strategic management model in Figure 1:
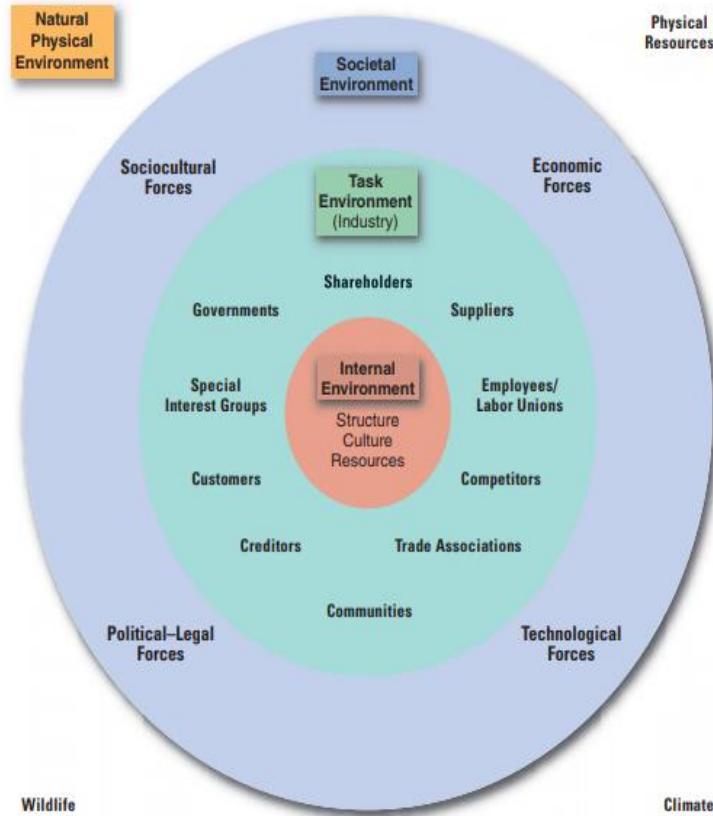

Figure 1
Environmental Variables (Environmental Variables)
Wheelen and Hunger (2012:16)

Figure 1 above shows how feedback in the form of performance data and activity reports is run through the entire management process. Managers can use this feedback to compare what happened with what was planned at the formulation level.

The strategy taken to improve the quality of service through standardization of management is to standardize management. Management standardization is the first focus in improving the service quality. The great hope in the development of services by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA is to be able to have a positive impact in introducing and introducing it to the community.

At its core, strategic management is about gaining and maintaining a competitive advantage. This term can be interpreted as anything that other companies can do much better. Gaining and maintaining a competitive advantage is critical to the long-term success of an organization. (Jennings & Beaver, 1997).

The current standard of management is very influential on the purpose of the institution, to prepare the institution to be even better. In the development of management standardization, many things must be considered and considered before making a decision. Decision-making related to the development of management standardization is a policy process in which

there are responsibilities of various parties with an interest in institutional issues. Sometimes it is found that there are pro and contra attitudes, namely the attitude of accepting and rejecting the results of the decision. This may be due to different perspectives on the results of management and the function of the institution.

Meanwhile, the second strategy is to improve the quality of service by increasing its human resources and natural resources. Human resource improvement in this context is an increase in the performance of human resources to become professional human resources. Meanwhile, the increase in natural resources in this context is an increase in all non-human resources, both infrastructure and the environment.

Talking about improving human resources in this institution will intersect with human resource management. Management activities in this context are viewed from two sides. The administrator side and the preacher side. If human resource management is seen from the management side, it consists of management analysis and evaluation. Meanwhile, from the side of the preacher, it includes the activities of the preacher, the assessment of the preacher, training and development, promotion, compensation, and organization.

About human resource empowerment, it can be concluded that the essence of empowerment itself includes three things, namely development, strengthening potential/power, and creating independence. The right strategy to empower human resources is among others:

1. Empowering human resources through cooperation or cooperation means that in increasing the professionalism of human resources in da'wah institutions, managers must prioritize cooperation with human resources and other parties involved in the implementation of each activity.
2. Provide opportunities for HR to improve their profession. In this case, managers must be democratic and provide opportunities for all human resources to develop their potential optimally. For example, giving opportunities to subordinates to improve their profession according to their field.
3. Encouraging the involvement of all HR, it is intended that managers must try to encourage the involvement of all HR in every activity in the institution.

Meanwhile, improving service quality through increasing natural resources will focus on improving facilities and infrastructure. It must be realized that services cannot be separated from office facilities, because office facilities or facilities are very supportive in improving services to members. Management of institutional facilities and infrastructure is very important for the achievement of an institution's goals.

(Husnan, 2020)hu explained that the planning stage for facilities and infrastructure is very important and decisive. Of course, the procurement of physical facilities such as offices, warehouses, tables and chairs, and other supporting equipment is the main thing to improve services. Therefore, how important human resources and natural resources are in an institution, a manager should be serious in managing and utilizing all the potential of existing human resources and natural resources as well as possible to be able to have a positive impact on the progress of the institution.

After the increase in human resources is carried out, the next step taken by the IQOMAH Da'wah Institute (Association for the Qoryah Mubarokah Movement) NUSANTARA so that the quality of service can be improved is to build the image of the institution. In principle, the better the image of the institution in the community, the more people want to become members of the institution. Vice versa, the worse the image of the institution in the eyes of the public, the fewer people who want to become members of the institution. This confirms that the image of the institution is very influential in the improvement and renewal of the da'wah strategy that will be carried out.

One way to build the image of the institution that is taken by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA is to establish social relations both with fellow institutions and with the community. The relationship between the institution and the community is essentially a tool that plays a very important role in fostering and developing the institution. Therefore, the IQOMAH Da'wah Institute (Ikatan Motivating Qoryah Mubarokah) NUSANTARA is obliged to provide understanding about the goals, programs,

needs, and conditions of the community, on the other hand, the IQOMAH Da'wah Institute (Ikatan Motivating Qoryah Mubarokah) NUSANTARA must also know clearly what the needs are. , expectations, and demands of society, especially against institutions. In other words, institutions and the community must be fostered and develop a harmonious relationship.

From the explanation above, if it is related to the formulation theory, it can be concluded that the formulation process carried out by the IQOMAH Da'wah Institute (Ikatan Motivator Qoryah Mubarokah) NUSANTARA supports the existing theory. (Jennings & Beaver, 1997) explains that the formulation (formulation) of the strategy includes developing a vision and mission, identifying opportunities and threats of an organization, setting long-term goals, searching for alternative strategies, and selecting certain strategies to achieve goals.

From the opinion above, it can be seen that the strategy formulation process of the IQOMAH Da'wah Institute (Ikatan Motivator Qoryah Mubarokah) NUSANTARA was carried out in several steps. These steps begin with formulating a vision, mission, then observing the internal and external environment, as well as making conclusions on the analysis of internal and external factors. Therefore, in this process, a manager should take advantage of all existing human resources to jointly formulate an effective and efficient formulation to develop the managed institution. This is intended to create a sense of responsibility so that it is easy to carry out all the formulations that have been determined.

Strategy implementation is a process carried out by management to realize strategies and policies with various actions through program designs, budgets, and work procedures. (Hertati, 2015) Strategy implementation is the process by which management puts its strategies and policies into action through the development of programs, budgets, and procedures.

At the strategy implementation stage, steps are determined which include the preparation of programs, budgets, and operational work procedures. A program is a statement of the activities or steps required to complete a single-use plan. The program involves all the resources of the institution or organization, is based on the values and work culture of the institution or organization, or the results of the study of the institution or organization on factors that are new research. Institutional or organizational programs include:

a. Long-term institutional or organizational program or Long-Term Work Plan (RKJP). RKJP has a duration of 8-10 years. The RKSJP translates the long-term vision, mission, and goals of the institution or organization that must be identified as real challenges and broken down into annual stages for 8-10 years.

b. Medium-term institutional or organizational program or Medium-Term Work Plan (RKJM). The RKJM has a duration of between 4-5 years. RKSJM translates the vision, mission, and long-term goals of the institution or organization that have been adjusted according to the results of the analysis of conditions that must be identified as real challenges and broken down into annual stages for 4-5 years.

c. Short-term institutional or organizational program or Annual Work Plan (RKT). The RKT has a duration of 1 year. The RKT translates the vision, mission, and goals of the institution or organization for the current school year which real challenges must be identified.

The program of the institution or organization that is prepared must pay attention to several things, namely environmental analysis, SWOT, vision, mission, goals, strategies, objectives, and policies of the institution or organization. RKJP, RKJM, RKT are a series of work plans that are mutually sustainable and their achievements are always analyzed.

In the strategic implementation process, a manager must utilize all available resources, both human and non-human resources to realize the strategy. Placing human resources according to their abilities and using non-human resources to the maximum will be able to realize this strategy. On the other hand, if it is not managed properly, the strategy will not be realized.

(Komarudin & Hidayat, 2020)ko explains that the importance of strategy formulation and implementation is that the first step, namely strategy formulation, becomes a very decisive step because at that stage the

strategy must come from careful consideration, the strategy must also be the fruit of thought carried out carefully. taking into account all aspects of the organization, so that the strategy formulation has been prepared with careful consideration.

The implementation stage is also very decisive, because at this stage if the implementation is not in line with expectations or in other words the implementation is not effective, it is certain that the strategy that has been prepared will not be achieved according to the plan. In implementing the strategy that has been formulated by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA the strategy that has been formulated is then described in small activities that are directly handled by the management. The technical activities were left entirely to the management but still coordinated with the general chairman. The general chairman or high priest as the top leader only carries out the control function to find out the progress of these activities. The control system used by the high priest of the IQOMAH (Qoryah Mubarokah Movement) NUSANTARA Da'wah Institute is very varied. Sometimes by going directly to the field, sometimes using briefings, and sometimes just meeting the administrators.

There is nothing wrong with handing over the technical implementation to the management. However, as a leader, it would be better to know the technical implementation of these activities. This is intended to facilitate the system of control, supervision, and monitoring. Monitoring requires the leadership to directly see the process that is happening, also with the support of documents and opinions from those being monitored, this is done as validation and the validity of the monitoring process. These data and facts are then used as a reference for the leadership to evaluate the projects being carried out, the programs prepared, or even to the point where the plans have been made.

Therefore, the IQOMAH Da'wah Institute (Ikatan Motivator Qoryah Mubarokah) NUSANTARA in addition to placing human resources according to their abilities and utilizing non-human resources to the maximum extent possible, the manager of the IQOMAH Da'wah Institute (Ikatan Motivating

Qoryah Mubarokah) NUSANTARA also conducts the best possible supervision so that implementation strategy goes according to plan.

At the strategy implementation stage which includes the preparation of programs, budgets, and operational work procedures in the era of the industrial revolution 4.0, at least there is a technology that is the main pillar in developing a digital-ready industry where all these documents do not have to be printed, duplicated, and distributed to every administrator. and members directly, one of which can use cloud computing, which is a technology that makes the internet a center for data and application management, where computer users are given access rights (login) using the cloud to be able to configure servers (servers) via the internet.

Evaluation and control of strategy in the organization is expected to be able to provide an overview to improve for the better in the future. By starting from the evaluation, obstacles, and obstacles faced, the leadership of the institution or organization can formulate new strategies for future improvements to improve service quality. The final step in strategic management is this evaluation which becomes a reference for the next formulation. So that strategy evaluation in strategic management is an effort to monitor the results of the formulation (formulation) and implementation (implementation) of the strategy including measuring organizational performance, and taking corrective steps if necessary.

(Bauer, 2013) says that organizational control consists of three types, namely strategic control, management control, and operational control. Strategic control is a process of strategy evaluation, which is carried out both when the strategy is formulated and after it is implemented. (Arumsari, Misdar, & Samiha, 2020) explains that Control can be defined as the process of determining what must be achieved, namely standards, what is being done, namely implementation, assessing implementation and if necessary making improvements so that implementation is by the plan that is in line with standards.

Meanwhile, effective supervision must involve all levels of leadership from top to bottom, and groups within the organization. This concept of effective supervision refers to

good supervision. In the world of banking, it will be effective if every level of service has integrated, good cooperation between the working group and the leadership in conducting supervision. Full participation in every level or group in conducting supervision. The principle used in this supervision is that the contribution of each member and ideas are accepted which are considered relevant to the program and the values that must be considered. , namely relevance, effectiveness, efficiency, and productivity, supervision must be adjusted to the standards that have been found, supervision should be adapted to the nature and needs of the organization, supervision must be limited not too often because this will have an impact on employees in a state of restraint, supervision also refers to procedures for solving problems and finding solutions.

Evaluation and control of strategies carried out by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA, regular meetings with employees are used as a momentum to evaluate all strategies that have been implemented. In the meeting, the IQOMAH Da'wah Institute (Ikatan Motivator Qoryah Mubarokah) NUSANTARA took steps to improve in the future so that the strategy that was formulated would run smoothly.

Management control focuses on achieving the objectives of various substrates by the main strategy and achieving the objectives of the medium-term plan. While operational control is centered on the performance of individuals and groups compared to the roles of individuals and groups that have been determined by the organizational plan. Each type of control is not separate and does not differ significantly and in fact, may not differ from one another.

This evaluation is used for accountability, selection, or continuation information, and is carried out at the end of the program to provide information to potential consumers about the benefits or uses of the program. Evaluation leads to decisions about whether to continue the program, stop, or continue the program.

According to the researcher's analysis, the evaluation of the strategy described above has been applied by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah

Mubarokah) NUSANTARA. Therefore, the results of the strategy evaluation are a reference in efforts to improve service quality and institutional development plans, and at the same time become input for efforts to foster and develop institutional performance to implement the vision, mission, and goals of the institution, including being used as a benchmark for quality competition. IQOMAH (Qoryah Mubarokah Movement) NUSANTARA Da'wah with other institutions.

The final stage of the strategic management approach in this discussion is evaluation. This is as stated by (Hunger, 2020) states that evaluation and control is a process through which company activities and performance results are monitored and actual performance is compared with the desired performance. Managers at all levels use the information on performance results to take corrective action and solve problems. Although evaluation and control are the main final elements of strategic management, they can also pinpoint weaknesses in the implementation of previous strategies and encourage the whole process to be restarted.

The data obtained from the measurement results will be used as a situation analysis for the next program. The IQOMAH Da'wah Institute (Qoryah Mubarokah Movement Association) NUSANTARA evaluates the form of an internal audit which is conducted once a year. Meanwhile, external audit activities are carried out to determine whether the strategic management system meets the planned arrangements to meet the requirements of the strategic management system.

Measurement and evaluation are carried out continuously and directly during da'wah education activities. Effectiveness is not always known after the enhanced skills and knowledge are applied. The results of data analysis are intended to determine the direction of improvement, therefore, the use of statistical methods for data analysis is considered, which can assist in accessing, controlling, and improving process performance.

The improvements made are continuous, therefore the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA seeks to improve the effectiveness of the strategic management

system and the educational process by facilitating all personnel to identify and define improvement projects in their scope. A suitable method used to identify potential improvements is based on a qualitative analysis method based on information collected from the following sources: a) internal evaluation of the policy understanding of the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA, b) target achievement, c) performance impact, d) customer input and other identified stakeholders such as congregations, government, and communities. The improvement process carried out takes into account input from complaints and comments from customers and other identified interested parties, internal audit outputs, the level of success of the evaluation results.

Corrective actions were taken by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA apply corrective actions identified from analysis of causes of non-conformances and opportunities for improvement. Corrective actions are taken to eliminate discrepancies that occur in the performance of the da'wah process, such as inappropriate da'wah products, not achieving da'wah targets, deviations from the da'wah education program and plans for personnel training, review output data, verification, design validation, and modification of product design and development. da'wah education, high rate of drop-outs, identified customer and other interested party complaints, audit outputs; and non-conformities identified in the monitoring and measurement of da'wah education processes and products.

The preventive action taken by the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA establishes preventive actions resulting from an analysis of the causes of potential non-conformances and opportunities for improvement of the strategic management system and the da'wah education process.

The data used include information on trends, personnel performance indicators, target achievement, cost analysis related to target achievement, customer satisfaction surveys and other identified stakeholders, audit outputs, and management reviews.

Preventive actions are recorded to ensure their implementation. Activities resulting from preventive actions are documented and communicated to stakeholders. The learning outcomes of the preventive action process are reviewed and communicated to all members of the institution or organization. In this case, the researcher tries to describe how the evaluation and control of the management of da'wah education strategies in the era of industrial revolution 4.0 can be done.

Implementation of the management of da'wah education strategies in the era of the industrial revolution 4.0 for improving and updating good da'wah strategies, of course, cannot be separated from the existence of several supporting factors as described in the research findings above, making it easier for the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA to implement the programs that have been made, in addition, to support from the government and the community/congregation so that the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA can carry out developing programs, then the management's awareness of the importance of developing a da'wah strategy program in the era of the industrial revolution 4.0 for improvement and renewal of da'wah strategy. In addition, of course, support from some forward-thinking administrators in developing institutional programs, awareness of some dai personnel in the importance of developing da'wah agency programs so that these da'wah institutions do not stagnate in the process of preaching in the era of the industrial revolution 4.0 for improvement and renewal of da'wah strategies.

In implementing the management of da'wah education strategies in the era of the industrial revolution 4.0 for the improvement and renewal of da'wah strategies, there are times when da'wah institutions experience several obstacles, but these obstacles are not in a big sense and hurt the progress of the institution. The leader, in this case, the high priest of the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA stated that there were several inhibiting factors in implementing the management of da'wah education strategies in the era of the industrial revolution 4.0 for

the improvement and renewal of da'wah strategies, namely internal and external.

The obstacles that come from internal itself are first thoughts or mindsets, the loyalty of administrators and preachers who are not fully committed to da'wah institutions, understanding of administrators and dai's towards the implementation of da'wah education strategy management in the era of the industrial revolution 4.0. While those from external sources, namely, not all of them agree with the program of the NUSANTARA IQOMAH (Qoryah Mubarokah Movement) Da'wah Institute, the thoughts between the community/congregants are not yet synergized. One internal obstacle, starting from the administrators to the administrators, not all of them have the same head, the same hair but different thoughts, not everyone wants to move forward, well, it's sunnah tullah, there must be one who is gloomy, there are some administrators who don't have the desire to move forward, usually, people People like this are also due to the age factor, secondly, the loyalty of the administrators is still not fully committed to the institution or organization, the third is that the management's understanding of the management of da'wah education strategies in the era of the industrial revolution 4.0 for the improvement and renewal of da'wah strategies is not all the same. If external muhibin, congregation, and community usually do not all agree with the program of the institution or organization due to lack of understanding, and concerns that the IQOMAH Da'wah Institute (Qoryah Mubarokah Movement Association) NUSANTARA will not be able to run the program smoothly.

The challenge faced about da'wah education in the current era of the industrial revolution 4.0 related to the existence of institutions or organizations is the very rapid development of information and communication technology (ICT), resulting in more and more da'wah educational institutions implementing computerized systems. Competition for human resources is getting tougher in the era of globalization. The dynamics of change and the extent of changes in information technology cause a dilemma in allocating limited funds for human resource development and equipment development according to advances in science and technology. With the increasing number of existing da'wah institutions or organizations, it is necessary to develop careful planning to produce da'wah that is by the conditions. Globalization demands the ability of da'wah institutions or organizations to produce preachers who can deliver da'wah.

Based on the findings and interpretation of the research results, it can be seen that there are structured and systematic steps carried out in the context of implementing the management of da'wah education strategies in the era of the industrial revolution 4.0 in da'wah institutions both in environmental analysis, strategy formulation, strategy implementation and evaluation of da'wah education strategy management in Indonesia. industrial revolution 4.0 era. At the stage of environmental analysis, the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA analyzes the external conditions and internal conditions of the da'wah institution or organization, identifies the most important weaknesses and threats to be overcome, and then identifies strengths and opportunities that are likely to be appropriate to overcome the weaknesses and the threat. then carry out a SWOT analysis so that it can be formulated how the strategies that must be carried out in implementing the da'wah education strategy management system in the era of the industrial revolution 4.0, especially in dealing with weaknesses and threats as well as strategies in solving problems and improvements and development and then determining priorities for an action plan for handling. Based on the results of the research above, it can be seen that the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA in the SWOT diagram is in quadrant 1 position, which is a situation where the institution has internal strength and also has many opportunities that can be exploited to expand the market. Therefore, they must use and utilize their internal strengths to the fullest and take advantage of existing opportunities to develop their institutions. The right strategy or step for this condition is to support an aggressive growth policy (growth-oriented strategy). Meanwhile, in the IE matrix, it is found that both the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA are in position V which indicates

that the institution can be controlled with a strategy of guarding and defending, market penetration and market development are strategies that are commonly used. Based on the alternative strategies developed through the SWOT matrix, which supports the strategy of market penetration and market development about da'wah institutions are the implementation of da'wah using online and the design of da'wah materials using multimedia.

About the formulation of the strategic management strategy of da'wah education in the era of the industrial revolution 4.0 to improve the results of da'wah, it is described through how the vision, mission, goals, strategies, and policies of the institution are elements in planning the strategic management of da'wah education in the era of the industrial revolution 4.0. The IQOMAH Da'wah Institute (Ikatan Bergerak Qoryah Mubarokah) NUSANTARA has a way of equipping administrators and preachers with knowledge about the implementation of da'wah education strategy management in the era of the industrial revolution 4.0 to improve and renew da'wah strategies with the application of information and communication technology in achieving the vision, the strategy adopted is to determine the purpose of da'wah education in the era of the industrial revolution 4.0 in da'wah activities, choosing the type of ICT according to the needs and continued with development, and developing the professional abilities of the administrators and dai by the development of demands/needs is important to be carried out on an ongoing basis. So that the policy carried out by the institution in implementing the management of da'wah education strategies in the era of the industrial revolution 4.0 is the development of EMIS (Education Management Information Systems) as a management support system that will be applied in an integrated and online system, information management and development of facilities and utilization of ICT facilities.

The tendency of the administrators and the da'i is the shift from traditional da'wah methods and tools to a digital approach to better meet the needs of the congregation and the community where the transition varies in adaptation and adoption of technology, which people often call digital da'wah. Digital da'wah is da'wah using digital tools to expand and improve da'wah. The following are the components for digital da'wah, namely: (a) Interactive Da'wah, digital da'wah involves media-rich and interactive presentations. For example: Live digital video conferencing (live); Concept maps of brainstorming sessions on electronic boards sent directly via technology media; Da'wah through internet-based streaming audio-videos from short clips to show specific things or long durations; Powerpoint Da'wah combines animation, sound, and hyperlinks to digital information. (b) Personal Response System (PRS), This tool is used as a digital tool to collect and graphically display the answers and questions of the congregation or the community and allow immediate feedback between the preacher and the congregation. This device is often called a "clicker" which is similar to a TV remote control. The use of this tool in the field of da'wah. (c) Community of Practice (CoP), Is a group of preachers from all over the country and around the world who share the same goals and share ideas and resources with internet-based interactions.

Conclusion

The da'wah education strategy in the era of the industrial revolution 4.0 is strategic management developed for the improvement and renewal of da'wah strategies in the development of the industrial revolution. However, the existence of this concept does not necessarily run well if it is not accompanied by the right strategic management, namely starting from an environmental analysis which includes: internal analysis and external analysis, and SWOT (Strength, Weakness, Opportunity, and Threat) analysis. Furthermore, strategy formulation includes the preparation of vision and mission, objectives, strategies, policies, and targets. Implementation of strategies that include; program design, budget, and work procedures. Lastly, evaluation and control strategy includes two internal and external approaches with corrective and preventive actions. Based on that framework, the implications of the strategic management of da'wah education in the era of the industrial revolution 4.0 at the IQOMAH Da'wah Institute (Ikatan Penggerak Qoryah Mubarokah) NUSANTARA have had an impact

on the system of da'wah strategy and da'wah education which is integrative, effective, and efficient in the era of the industrial revolution 4.0, so that it can help the administrators and da'i of da'wah institutions to improve and update da'wah strategies.

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