

## STRATEGIC MANAGEMENT FOR RELIGION-BASED CHARACTER EDUCATION DEVELOPMENT FOR STUDENTS IN TANGERANG CITY

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### Abstract

The purpose of this research is to find out (1). Formulation strategy for the development of students' religious character education. (2). Strategy for implementing the development of students' religious character education (3). Evaluation strategy for the development of students' religious character education. This research method uses a qualitative approach. Data collection techniques, through interviews, observation, and documentation studies. Data analysis uses interactive interaction which includes data reduction, data display, and conclusion. Results: (a). MAN 2 Tangerang School. Have a religious vision, Superior, Cultured, and Integrity). (b). MAN 2 Tangerang strategy. In identifying the internal and external environment is to use the theory of three levels, namely: task environment, organization environment, and macro environment. (c). Target MAN 2 Tangerang. Namely SMART namely Specific, Measurable, and Attainable. Responsible, Timeframe. (d). The SWOT analysis at MAN 2 Tangerang, namely the Competition Strategy (S-O) and Investment/divestment Strategy (W-O), while the Mobilization Strategy (S-T) and Damage Control Strategy (W-T), were not used because the school had no threats or competitors.

**Keywords:** Strategic Management, Character Education, Religious, Students

### INTRODUCTION

Character education is a process of teaching and developing students to become human beings with a religious character in the form of mind, body, taste, and intention. Aeni, K., (2020). Religious character education can be interpreted as value education, character education, moral education, and character education, which aims to develop the ability of students to make good and bad decisions, maintain the best, and manifest that goodness into religious daily life.

The values of religious character education are religion, Pancasila, culture, and educational goals. Sources of religious character education values identified several characteristics as virtue values, namely: religion, honesty, tolerance, discipline, hard work, independence, creativity, democracy, curiosity, national spirit, love for the homeland, respect for achievement, communication, love peace, likes to read, cares about the environment, cares about social, and is responsible. Religious character is a trait inherent in students who show self-identity, characteristics, obedience, or Islamic messages. The religious character inherent in students will be seen in the way of think and acting, which is always imbued with Islamic values. Bambang, Atik., (2018). Students who have Islamic characteristics show firmness, belief, and obedience in worship, and maintain good relations with fellow students and the environment. All problems can involve students. Cheating and lying behavior is one small part of moral deviation. Strategic management in developing students' religious character education. This

requires schools to choose the right strategic management in developing student character education. To achieve the school goals of MAN 2 Tangerang, a concept that acts as an accelerator and dynamite is needed so that school goals can be achieved effectively and efficiently. So it is, a strategy to achieve the goal. Fred R. David., (2016). Strategic management as a science can formulate, implement, and evaluate organizational decisions in achieving its goals. Strategic management is an art and science in (formulating), (implementing) and evaluating, by making strategic decisions between the functions an organization needs to achieve its goals and its strategic objectives.

Gaps in research that can be observed and studied and found the root of the problem by researchers are based on experience from previous research. This scientific research basically has the goal of getting a new answer as a solution to the development of Islamic-based character education, namely students becoming independent, playing an active role in every school activity, carrying out every school assignment well, being polite to teachers, loving friends, performing every obligation in his worship, reflects the Islamic character which is considered as a solution to the problem. Novelty, a product to be obtained in research related to the development of character education which emphasizes that students can develop their character from what has been obtained from learning at school through programs related to character education values such as: religious, honest, tolerant, disciplined hard work, creative, independent, democratic, curiosity, national spirit, love for the motherland and so on

## RESEARCH METHODS

This study uses a qualitative approach. Is a research procedure that describes, in the form of written or spoken words from the people being observed. Sugiyono. (2018). Qualitative research has many characteristics that distinguish it from other research. The characteristics inherent in qualitative research are naturalistic, descriptive data, concern with process, inductive, and meaning, as follows.

- a. Qualitative research uses a natural setting as a direct source of data and the researcher himself as a key instrument. Researchers go directly to the field, namely at MAN 2 Tangerang
- b. Qualitative research is descriptive, data is collected and presented in the form of words, and pictures. Data includes interview transcripts, field notes, photos, documents, and other recordings.
- c. In qualitative research, the process is more important than the results. In nature, research pays more attention to the process of recording and recording all activities of informants.
- d. Analysis in qualitative research tends to be done inductively. This research, starting from the data in the field, then uses theory as explanatory material for the data and ends with the discovery of a hypothesis.
- e. It is essential in qualitative research. Researchers look for meaning in activities in the field.

### **Data collection technique**

- a. Observation in the field by observing the symptoms and research objects, directly using observation techniques. The systematic observation first made a framework regarding the various factors and characteristics to be observed. Data on the description of strategic management in the development of students' religious character at MAN 2 Tangerang.
- b. In-depth interviews as a process of obtaining information by way of question and answer and face-to-face with informants. An interview is a tool to collect information by asking several questions orally to be answered orally. The informants interviewed included school principals, all deputy principals, and religious teachers. The interviews consisted of panel team interviews, closed interviews, open interviews, verbal interviews, and structured and unstructured interviews.
- c. Documentation is data in the form of notes, books, newspapers, magazines, inscriptions, meeting minutes, agendas, and so on. as a compliment, which consists of documents and records, data stored in the form of documentation.

### **Population and Sample**

The population of a number of school residents consists of the following:

- a. Population, school principals, vice principals for curriculum, Islamic religious education teachers, civics education teachers, 200 grade 11 students, and 200 parents and other stakeholders such as school committees
- b. The sample interviewed consisted of 1 school principal, 1 vice principal, 2 PAI teachers, 2 PKN teachers, 5 guardian parents, 10 students

## **RESULTD**

### **Vision of Madrasah Aliyah Negeri 2 Tangerang**

Realization of Madrasah Aliyah Negeri (MAN) 2 Tangerang which is qualified, skilled, independent, and has a noble character. The indicators of the vision are:

- a. Qualified, has high quality in mastering science and technology and faith in piety, and has a competitive spirit as caliph fil ardhi
- b. Skilled, having expertise in their field which is a provision for life, and able to compete in the global market arena,
- c. Independent has a character that is ready to live alone without having to be in other people's plans
- d. Achievement, extraordinary competitiveness in the academic field, and being able to be at the forefront of various things
- e. Have a noble character, apply and realize scientific and faith values in daily activities

### **Mission of Madrasah Aliyah Negeri 2 Tangerang**

- a. Improving the professionalism and work ethic of teachers and making teachers role models for students and the community.
- b. Develop intelligence and enthusiasm for learning.
- c. Develop the understanding, individual ability, and attitude of independence.
- d. Cultivate the profession.
- e. Cultivating morality

### **SWOT Analysis Strategy**

The analysis strategy of Madrasah Aliyah Negeri 2 Tangerang, in developing students' religious character education, is as follows:

#### **Strategy Competition (S-O)**

Straight and opportunity Madrasah Aliyah Negeri 2 Tangerang has the power to develop students' religious character education, namely: (1). The habit of students at the beginning of entering school to say hello and shake hands and kiss the teacher when entering the school gate. (2). Habituation in each class is praying before the lesson begins (3). Habituation of reading the Koran and reading Asmaul Husna. (4). Habituation of dhuha circumcison prayers (5). Habituation of the congregational midday prayer. (6). The habit of following the study of the taught religious assembly. (7). Habituation of deposit memorization of verses of the Qur'an. Participated by all students from class X to class XII according to their respective levels.

- a. The strength of Madrasah Aliyah Negeri 2 Tangerang is the habituation of students. When the bell goes to class at 6:45, students pray, students read the Koran, students read Asmaul Husna, and pray. During the day, students pray in the congregation, following the studying assembly. all students bring books filled with programs per semester, memorization is recorded by their respective supervisors, namely PAI teachers and Arabic language teachers.
- b. Opportunities Madrasah Aliyah Negeri 2 Tangerang, has many students who excel in the religious field, such as winners of the hafiz Quran competition, calligraphy, MTQ, Arabic speech, Islamic literacy, and Islamic writing memorization. Everything is proven by the many awards in the form of trophies in the school. Has many achievements by winning at the district, provincial and national levels.

#### **Investment Strategy, divestment (W-O)**

An investment strategy is a strategy that minimizes weaknesses to take advantage of opportunities. Madrasah Aliyah Negeri 2 Tangerang takes advantage of existing weaknesses to take advantage of opportunities. The investment strategy is used when the school is in a weak condition but there are many opportunities available. Madrasah Aliyah Negeri 2 Tangerang has a target of achieving students who must achieve the targets set by the school as a whole. Weaknesses are not being able to demand that students have to reach their respective

targets on time, because of the different student inputs. Therefore, all students have advantages and disadvantages. In the first semester, students have memorized the letter Yasin and some have memorized 20 verses, according to the student's initial input. However, weaknesses can be anticipated by providing matriculation for students who have not reached the target. The school is looking for a mentor for these activities. The principal through a decree for the student's memorization supervisor. For students who have not been able to reach the target, it will be anticipated by providing material and being taught the basics of reading Iqro. The target is not the class but students who have not been able to reach the target are gathered together from across the class. It is hoped that in grade 10 students will be able to read the Koran. As for the memorization of grade 11 students, then grade 11 advanced and grade 12 can show progress and take part in competitions.

## DISCUSSION

### Strategy Formulation in the Development of Students' Religious Character Education

Strategy formulation is the first stage in strategic management applied at Madrasah Aliyah Negeri 2 Tangerang. Junaedi, Eddy. (2018). this stage is the direction of the school's planning goals, as for the scope of the formulation strategy which includes activities such as the development of the vision and mission of the school organization. Identifying external opportunities and threats to school organizations, determining internal strengths and weaknesses of school organizations, setting long-term goals for school organizations, making several alternative strategies for school organizations, and choosing certain strategies to be used as superior.

Madrasah Aliyah Negeri 2 Tangerang, has a vision of a quality, skilled, independent, and noble school. This vision is very visionary and lifelong, easy for anyone who hears to do it. The characteristics of good vision, in addition, are meaningful and are easily captured by students and other school members. A vision that has the certainty to achieve is easily implemented by every school member, is very possible to be implemented, realistic, not an imaginary thing that is impossible to do. The indicators are as follows:

- a. To improve the teacher's professional performance and make teachers role models for students with noble character.
- b. Develop students' intelligence for the spirit of learning.
- c. Doing development and understanding, of the ability of students to be independent.
- d. Cultivating the professional attitude of teachers, students, and other school members.
- e. Doing civilizing things that are following noble character

The formulation as a school goal as a future direction. Fauzi, Farid. (2020). Written, in detail, and clearly, using clear language that can be understood. Programs are related to one another. Students' religious character, namely fostering religious behavior that strengthens noble character. This shows that the relevance of the religious character of students is following the

school's vision and mission, all of which are school products for all students of Madrasah Aliyah Negeri 2 Tangerang.

### **Environmental Strategy Review**

Environmental studies and observations are very important activities that must be carried out by school organizations. Identify existing sources for review in the strategic environment, which are basically as follows:

- a. A task environment is a resource related to the main tasks and functions, of teachers, educational staff, and also students, as well as other school members.
- b. The organizational environment is the organizational structure of the school that is related to the tasks and jobs that exist in the management of Madrasah Aliyah Negeri 2 Tangerang.
- c. The macro-environment includes the social sector, relations with the community, the public, and various agencies related to school organizations at Madrasah Aliyah Negeri 2 Tangerang.

### **Strategy task environment**

Resources related to the main tasks and functions of individuals in school organizations, the school organizational structure, school organizational units, and the organizational capacity of Madrasah Aliyah Negeri 2 Tangerang. Has several activities that are developed in achieving goals following the vision, namely religion. The habit of saying greetings, shaking hands when entering school, praying when going to class and reading Ashar Husna, doing the dhuha prayer, praying Afternoon in the congregation, and praying Afternoon in the congregation in the mosque. Deposit memorizing Quranic verses such as memorizing Juz Amma and other Quranic verses according to their respective grade levels.

Carry out religious practices to support students' knowledge in the form of congregational prayers and summaries, night prayer practices, sermons, and prayers. Marwanti, E., et. al., (2021). The development of students' religious character in the aspect of strengthening and believing students. Aspects of religious knowledge, aspects of worship, and aspects of practice. The annual activity is held by Madrasah Aliyah Negeri 2 Tangerang, namely training lessons in the form of deepening knowledge in classical book recitation every month of Ramadan which is attended by all students. The yellow book recitation is taught in the classroom as a local content subject. Bringing in the yellow book Koran teacher who is taught in class starting from grades X – XII according to the lessons of each class, while the material is quoted from several classic books. Annual activities that cover religious aspects include specific knowledge aspects. Improving students' religious education as an extracurricular is one of the religious aspects at Madrasah Aliyah Negeri 2 Tangerang.

### **Organization environment strategy**

School organizations owned by Madrasah Aliyah Negeri 2 Tangerang, can be related to one another. School organizations such as school administrators and management help create a

conducive condition in schools. M. Ridwan, Moh., et. al., (2020). School management is concerned with the smooth running of school activities as a whole. Character development is related to the development of students' religious character education. One element of the school organization includes the division of labor. Students get their respective duties and responsibilities, in achieving goals. Carry out tasks properly and correctly. Coordination between different personnel, and ensuring to organize activities organized by the school properly and correctly. So it can be concluded that the school organization is as follows:

- a. Organizing consisting of various types of school activities
- b. Its implementation is composed of school resources
- c. The implementation is composed of responsible school personnel
- d. The implementation is in the form of ideas and principles which include building relationships, creating a conducive climate in the school environment

This is manifested in the form of routine activities carried out by students at school. In addition, students are also given methodological lessons at Islamic boarding schools. Yusuf, M., (2017). The lessons he teaches are the recitation of the yellow book, the memorized Qur'an program and there is an Arabic deepener. And also contains aspects of knowledge and aspects of religious spiritual practice

### **Macro environment Strategy**

The macro-environment includes the social sector, the political sector, the economic sector, and the science and technology sector, which can affect the school organization directly or indirectly. In the social sector, Madrasah Aliyah Negeri 2 Tangerang. Having social activities for Eid al-Adha, in the form of Eid prayer with Imam and Khotib inviting from the Tangerang City Ulema Council, which is followed by the slaughter of sacrificial animals which are held every year in different locations.

Distributing Qurban meat to the surrounding community. This is a form of religious character education for students in the aspects of practice, namely as follows:

- a. The religious aspects of students include aspects of appreciation, aspects of knowledge, and aspects of practice.
- b. Economic aspect, by the functioning of committee funds and from donors, as well as from alumni. Used for the construction of a place to learn and school mosques.
- c. Aspects of science and technology, using the Intranet in all classes and rooms in the school. Develop e-UKBM ebook, e-library, and e-learning by installing a network, and by making soft programs.

### **Strategy Goal**

Goals to be achieved in the future and described in general. It has been formulated in the framework of the school's vision and mission. Syahputra, A. El. Adzim., (2019). The school's strategic objectives are related to what they want to achieve. Formulate school goals and

objectives that are prepared using the Specific, Measurable, Attainable method. Responsible, Timeframe. Namely as follows:

- a. Specific a goal that is formulated clearly and in detail so that it is easy to achieve it.
- b. Measurable is a strategic goal that can be carried out and measurable.
- c. Attainable, which indicates that strategic goals can be achieved by the functioning of existing resources.
- d. Responsible can be stated as a strategic goal that has accountability
- e. Time frame is a strategic goal that must have a time frame for achieving it.

Madrasah Aliyah Negeri 2 Tangerang can foster religious behavior that strengthens faith and can be measured by looking at the behavior of students when they are doing the dhuha prayer, praying the midday prayer in the congregation in the mosque. Then they can manifest morality by saying greetings when meeting with the teacher, walking with their heads down, dressing neatly and cleanly, reading prayers before studying and reading Asmaul Husna, depositing to memorize the Qur'an, students have a monitoring book, red for reading in their respective classes. -respectively, an orange book for a rote deposit. Each student in grades X, XI, and XII hold their book. Monitoring books is a requirement for taking report cards and taking diplomas.

### **Strategy SWOT Analysis**

SWOT analysis in the strategic formulation can take advantage of information regarding internal and external factors, to formulate a plan appropriately, namely as follows:

- a. Strategy Competition (S-O). A competition strategy is a strategy that uses strength to take advantage of opportunities. This strategy can be used when the school is in a strong position and many opportunities are identified. Mobilization Strategy (S-T). A mobilization strategy is a strategy that uses strength to overcome threats. This strategy is chosen if the school has sufficient strength, but outside the school, there are many threats.
- b. Investment/divestment (W-O) Strategy. Investment strategy, divestment is a strategy that minimizes weaknesses to get and take advantage of opportunities. This means that schools take advantage of existing opportunities to improve and collect their strengths. This strategy is used when the school is in a weak condition but there are many opportunities available.
- c. Strategy Damage Control (W-T). The damage control strategy is a strategy that minimizes weaknesses and avoids threats. In this strategy, schools can suppress weaknesses and threats simultaneously. This strategy can be used when schools face many threats and are in very weak conditions. So, it can use several approaches in determining the right strategy for carrying out the development of students' religious character education.



### **Competition (S-O) Strategy**

Madrasah Aliyah Negeri 2 Tangerang, has several strengths, namely habituation that is always carried out every day, it can improve the education of students' religious character. Hanifah, Umm., (2018). This habit is done every day except on holidays, which start in the morning and until after school. Shows that the school has developed students' religious character education through several aspects of practice, aspects of belief, and aspects of appreciation, and aspects of habituation, including shaking hands with teachers, reading prayers before starting to study, reading the Koran and Asmaul Husna, and so on.

Habituation in the aspect of worship through the practice aspect, carrying out the dhuha prayer and the Afternoon prayer in congregation at two mosques, namely the school mosque and the mosque belonging to the community. The school also has a program, namely depositing student memorization and deepening the yellow book in each class. The studying assembly is a forum for students to develop character education. Schools also have various opportunities in developing students' religious character education. The opportunity is that the school has students who excel in the religious field. As a champion in the hafiz Quran competition, calligraphy, Musabaqoh Tilawatil Quran, Arabic speech, Islamic scrutiny, and Islamic writing memorization and all of this is proven by the many awards in the form of trophies at school. This achievement is the school's strength, in taking advantage of opportunities, and Madrasah Aliyah Negeri 2 Tangerang, has used a competition (S-O) strategy.

### **Investment, divestment (W-O) Strategy**

Madrasah Aliyah Negeri 2 Tangerang. It has a weakness which is not being able to target students in achieving the targets that have been planned by the school as a whole. This makes schools have to find ways to minimize these weaknesses. Mubin, M. S., (2020). By providing material to students who have not reached the target, all of which are provided by the school and the school is also looking for mentors to improve achievement through activities that have been approved by the principal through a decree.

Strategies in developing students' religious character education, through aspects of religious knowledge. Students can learn to read the Qur'an with basic materials such as Iqro 'until they student is fluent and able to read the Qur'an. Then the weaknesses can be minimized by schools to get opportunities, namely making students excel in the religious field of students. Such a strategy is called an Investment, Divestment (W-O) strategy. Schools only use two strategies. As for the Mobilization Strategy (S-T) and the Damage Control Strategy (W-T), they are not used because the school does not have competitors as threats. Schools regard other schools as only competitors and collaborators. This can show that the school is focused on increasing the school's strengths to seize opportunities.

**Table 1: SWOT Analysis Matrix for Students' Religious Character Education**

Factor	Strength (S)	Weakness (W)
<b>Internal Factor</b>	<ol style="list-style-type: none"> <li>1. The motivation of teachers and students is very high</li> <li>2. A good relationship between teacher and teacher, teacher and student</li> <li>3. Teacher teaching methods and approaches are varied</li> </ol>	<ol style="list-style-type: none"> <li>1. Recruitment of teachers and education staff is not according to needs and has a family approach</li> <li>2. Some of the honorary teachers teach in other schools</li> </ol>
<b>External Factor</b>		
Opportunity	Strategy (S-O)	Strategy (W-O)
<ol style="list-style-type: none"> <li>1. Support from local government in equipping facilities and infrastructure</li> <li>2. The suitability of school facilities and infrastructure with the guidance of regional potential and the development of science and technology as well as faith and piety</li> <li>3. Community demands high-quality graduates</li> <li>4. There is sponsorship from the private sector for school development</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to motivate teachers in study groups for religious subjects with the support of the local government in complete infrastructure</li> <li>2. Continue to maintain good relations between teachers and students accompanied by science and technology as well as faith and piety</li> <li>3. Continue to approach varied and innovative teaching methods in teaching and continue to produce quality graduates</li> </ol>	<ol style="list-style-type: none"> <li>1. It is hoped that the government will not only pay attention to facilities and infrastructure but will also pay attention to qualified teachers and education personnel</li> <li>2. There is the ability of parents to pay for expensive schools, which can be used as donors to repair school buildings</li> </ol>
Threats (T)	Strategy (S-T)	Strategy (W-T)
<ol style="list-style-type: none"> <li>1. There is a lot of competition between school graduates to enter public schools</li> <li>2. There are no special teachers who teach informatics and computer engineering in schools, so the ability to be able to compete with other schools is rather difficult</li> </ol>	<ol style="list-style-type: none"> <li>1. Always try and work hard to be the best school in all fields of knowledge for teachers and students to compete with other schools</li> <li>2. Continue to be creative and innovate in learning groups for Islamic religious education courses</li> </ol>	<p>Accepting teachers honestly through entrance tests correctly if you want to compete with other schools, basic skills in informatics and computer engineering, graduates, and extracurricular because the quality of teachers is a reflection of the quality of students</p>

(Source of processed data: 2021)

## Strategy Implementation in the Development of Students' Religious Character Education

### School Strategy Policy

Schools are formal educational institutions that implement policies that have been determined by the government. Nafisah, F. T., et. al., (2020). However, schools that have school-based management can manage them independently. Badal said that school policies are policies that are made and modified independently by schools without overriding policies from the government. School policy is a policy that is made by looking at the phenomena and various problems that exist in the school environment. Schools have various policies, depending on the

program they have. The policy will provide a framework for curriculum-related decisions in mathematics, science, languages, and extracurricular. School development is directed at improving quality. In essence, it is necessary to study the strengths and weaknesses of the school, staff, morals, buildings, equipment, school culture, student culture, community relations, networks, and budget or school finances. The essence of school development is learning from schools that success is implementing policy strategies that include:

- a. Communication systems are important in developing schools effectively and efficiently
- b. The vision and mission statement must be clear and must be built based on the agreement of all school members
- c. School development strategies must also be made together by receiving input from stakeholders
- d. Delegating responsibilities to vice principals, teachers and students are important so that school principals can effectively allocate time and school development issues.
- e. Community support and trust must also be built through open and transparent communication
- f. We need the right assessment and maximize the school's human resources
- g. Must make maximum efforts in increasing school resources and the wider community.

Madrasah Aliyah Negeri 2 Tangerang. Has several policies made, including the existence of special extracurriculars in the religious field, namely the Ta'lim Council. Yulianingsih, W. et al., (2020). The Ta'lim Council is an extracurricular organization at MAN 2 Tangerang. There are a lot of student religious activities that are part of the program in the Ta'lim Council, including regular recitations every Sunday wage which is held at the mosque. This study is a manifestation of the development of students' religious character in religious belief (aspects of belief), religious practice (aspects of practice), and religious feeling (aspects of appreciation). Students are taught to believe that the existence of recitation and completion of the Koran in these activities can increase religious belief so that they can live and practice the teachings of Islam better. In addition, there are traditional music, calligraphy, and training.

The school also added local content lessons containing the recitation of the yellow book that was tailored to their respective classes. The local content lesson filled with the recitation of the yellow book is the development of the religious character of students in the field of religious knowledge (knowledge aspects) where they will be more in-depth about lessons about the Islamic religion through the yellow book that is taught. There is also a place to learn as a forum for the development of a deeper religious character of students. Some of the activities or programs at the place to learn, include the yellow book recitation, the memorize Qur'an program and there is a foreign language deepener. Ma'had is a place or place for students to go deeper in developing student's religious character, starting from religious belief, religious practice, religious feeling, religious knowledge, and religious effects because they will be taught and supervised for twenty-four hours. This policy is a school policy that has been modified by the school itself, of course, without ignoring the policies of the government.

Policies that exist in MAN 2 Tangerang. This is a form of school development to improve the quality of schools, especially in the religious field

### **Strategy Motivation**

Motivation is an absolute thing given to all school members. This is because everyone needs to regenerate the spirit within themselves. Motivation aims to increase morale so that one's performance can also increase. Herzberg categorizes conditions such as quality of supervision, salary, company policies, and physical working conditions, relationships with other people, and job security as pure factors (hygienic factors). Najmuddin, H. A., et. al., (2020). When these factors are adequate, people will not be dissatisfied, but they will not be satisfied either. If we want to motivate people for their work Herzberg suggests emphasizing factors that are related to the work itself, or to the results that can be obtained directly from the work.

Organizations must increasingly recognize that: Important work rewards can be either intrinsic or extrinsic. Intrinsic rewards are in the form of a reward program for workers and extrinsic rewards are in the form of a compensation system. In this context, for the next few years, managers will be very busy looking for forms related to ways that can be used to reward and motivate employees, where with motivation the employees will be more enthusiastic to carry out their duties, which of course increases employee performance. Employee satisfaction and performance. MAN 2 Tangerang. Has its way of motivating both educators or education and students. An example of motivation given to educators and education staff as well as students is to provide verbal motivation at certain times.

Usually, the motivation is given during the flag ceremony or when there is an official meeting with the teachers and employees. In addition, motivation in the form of non-words is the holding of an outbound agenda for teachers and education personnel which is scheduled every two years. Another motivation given to teachers and education personnel is in the form of awards. This award is given for various achievements such as awards for outstanding teachers, exemplary teachers, disciplined teachers, productive teachers to lead students to become champions in every competition, and so on. This award was given during the flag ceremony which coincided with national teacher's day. In addition, there is also motivation given to students when meeting with the guardians of students on Motivation and Parenting activities. This activity is carried out every year. With this motivation, the school hopes that teachers, students, and parents can be more enthusiastic and can improve the quality of students both at school and at home. Another motivation given to students is scholarships. Scholarships are given to students who excel in participating in competitions at the district, provincial, and even national levels. In addition, scholarships are also given to students who have memorized the Koran from 5 juz to 30 juz. The form of scholarships also varies, some are given 1-month scholarships, 3 months, or even 6 months according to their respective levels of achievement. This motivation is expected to improve the religious character of students from the aspects of belief, worship, appreciation, practice, and knowledge of students. It turned out that this had a positive impact on teachers, employees, and students and they were more motivated and enthusiastic in carrying out their respective duties and in learning at school.

## **Strategic Allocation of School Resources**

Education is an important aspect of a nation. Because through education a nation can prepare the next generation of intelligent and superior candidates. Schools are a place for the nation's future successors to achieve education. Najmuddin, H. A., et. al., (2020). Good education is education given in good schools in which there are several supporting factors. This supporting factor is school resources. School resource is a factor supporting the success of a school. Schools have resources that can be utilized to achieve educational goals. The definition of educational facility is a tool that is directly used by educational institutions for teaching and learning activities which can be classified into learning tools, teaching aids, and teaching media. Infrastructure is a facility that supports the implementation of educational activities such as buildings, and objects that cannot be transferred to another. Educational facilities and infrastructure that are properly fulfilled can support the implementation of education effectively and efficiently. Yosef. & Fadhlina, R., (2020). The provision of school equipment and facilities must also pay attention to the conditions and concepts of implementing educational programs implemented by schools so that what is needed by schools can be met with the infrastructure provided. MAN 2 Tangerang. Has a lot of facilities and infrastructure for developing the religious character of students including a place to learn both sons and daughters, mosques, student memorization deposit list books, classic books taught in class, traditional music, and so on? This year there will be developments in the field of facilities to build males a place to learn. With the construction of a place to learn and mosques in MAN 2 Tangerang. It is hoped that it can develop and improve the religious character of students in all religious aspects of students, namely aspects of belief, worship, appreciation, knowledge, and practice. Classical books taught at MAN 2 Tangerang. Can also increase students' religiousness in aspects of knowledge (religious knowledge) and aspects of practice (religious effect) and can be directly practiced in everyday life.

## **Strategy Evaluation in the Development of Students' Religious Character Education**

### **Strategy Goal**

Madrasah Aliyah Negeri 2 Tangerang, has set an annual target. As an achievement n goal. Nazula, L., et. al., (2020). Targets that are tied to time and measurable activities, in setting short-term, not medium-term and long-term goals, in students' religious character education strategies, are as follows:

- a. Doing habituation to students, about discipline, saying greetings, reading prayers when it's time to study, and reading prayers when studying, which is done regularly.
- b. Perform congregational prayers that are carried out every Afternoon prayer and asr prayer. with the person in charge of the supervising teacher and the imam of the Islamic religious education teacher.
- c. Make a schedule for commemorating Islamic holidays, which are held every two years with the responsibility of Islamic religious education teachers assisted by student leaders.

- d. Conducting training on the management of the studying assemblies, and the youth association of the mosque in their respective places, the activities are carried out annually in the first semester with the supervisor of the Ta'lim Council in charge.
- e. Education and training for the offering committee on holidays, this activity is carried out every year with the supervisor in charge of the Ta'lim Council assisted by the student leader.
- f. Inviting religious lecturers to provide religious studies, activities are carried out twice a year, following the vision and mission of a religious school through the Ta'lim Council as a forum for students to carry out religious activities.

Another policy as an additional lesson is to study the yellow book in school local content lessons, which are followed by all grades X, XI, and XII. Widodo, H., (2019). The study of the yellow book as local content, as excerpts from several books that were put together. In addition to the Ta'lim Council and other activities as an effort to develop the religious character education of students at Madrasah Aliyah Negeri 2 Tangerang. It is a school policy in developing students' religious character education and supporting students' religious activities. The development of establishing a place to learn in the second stage of building a mosque as a forum for fostering the religious character of students.

### **Strategy Motivation**

Motivation is an absolute thing given to all students and school members. This is because everyone needs regeneration. Ni'mawati, F. H., et. al., (2020). Motivation aims to increase the spirit of teacher performance which can increase student learning. The motivation was also given to all education staff teachers at Madrasah Aliyah Negeri 2 Tangerang. Motivation is always given to teachers and students as encouragement in carrying out all their duties. Because the task of a teacher is to remind each other and encourage students. Motivation is usually given during evaluation meetings with all teachers and education personnel. As for students, it is usually given at the flag ceremony in the principal's speech. After being given motivation, students usually make changes, although the changes are gradual.

Apart from being given at the ceremony or during evaluation meetings, motivation is also given in other forms, such as outbound activities for teachers and education staff. This activity is carried out twice a year. Susanti, Santi. at. al., (2020). This outbound aims to provide a stimulus to all teachers and education staff of Madrasah Aliyah Negeri 2 Tangerang. Besides that, it can also increase new enthusiasm for carrying out activities at school. The motivation given by the school to the teachers is in the form of workshops and awards. Workshops are given to teachers to improve their morale and performance. The award has several criteria, namely awards as exemplary teachers, disciplined teachers, creative teachers, and productive teachers in educating outstanding students to become champions. The award is also given to the best education personnel as the best administrator. Carrying out workshop activities can motivate teachers and teaching staff with workshops can provide new ideas for new knowledge for supervisors and teachers of Islamic religious education. Giving awards to disciplined, creative, and productive teachers to be able to educate outstanding students to become. Award for the

best administrator, and the best education personnel, which is given at the National Teachers' Day ceremony and is given at every independence ceremony. For students, motivation is given in various forms, namely Motivation and Parenting which is carried out every year. These activities are to improve harmonious relations in schools. Between teachers, students, parents, and stakeholders in running the education system of Madrasah Aliyah Negeri 2 Tangerang, Motivation, and Parenting is an annual activity held as the role of parents which is a very important part of improving the quality of student education. Another form of motivation given to students is in the form of scholarship awards for outstanding students and memorizing the Koran. The award for students who memorized in 1 juz or more will get a scholarship of three 3 months - 6 months according to the level of memorization.

### **Strategy Allocating Resources**

School resources consist of resources in the form of facilities and infrastructure, finance and allocation of funds for each program implementation. Rahayu, D. W., et. al., (2020). Human resources, and other resources as follows:

- a. School facilities and infrastructure are sufficient for learning activities. School facilities as school equipment that are used directly in the learning process, such as desks and chairs, classes, and others. While infrastructure is school equipment that supports indirectly such as yards, gardens and parks, road accents, transportation, and others. Madrasah Aliyah Negeri 2 Tangerang, has facilities and infrastructure to develop the religious character of students, namely a place to learn both male and female, a mosque, a library, student memorization deposit list books, classic books, and so on. Strategic plans related to a place to learn will be developed, to support the development of students' religious character education, Ma'had has also been installed with wifi and a new place to learn will be built
- b. Financial Allocation, whose allocation has been confirmed by the deputy principal regarding infrastructure, that the costs for building mosques and a place to learn are allocated from school committee funds, and school operational assistance funds will be proposed, part of which is allocated from committee funds for a place to learn and mosques. And for the next allocation, School Operational Fee funds will be submitted if approved
- c. Human resource development that has been carried out in extracurricular activities in supporting the education of students' religious character in the form of student organizational training, namely: (1). Organizational training Basic Leadership Training, to increase expertise with external speakers which is carried out incidentally. Ustadz speakers and lecturers from Jakarta and Tangerang. Extracurricular at Majelis Ta'lim. Religious extracurricular supervisors are guided by Islamic religious education teachers. Decision letter directly from the school principal for supervisors.
- d. Technology to support the development of religious character education activities for students, Madrasah Aliyah Negeri 2 Tangerang. Providing an Intranet to support activities, in the development of internet technology is very necessary. Technology is

needed for school activities, in the form of an Intranet. The school has also pioneered e-books, and e-library e-learning by installing its network. Accessing soft programs in the process of improvement.

## CONCLUSION

The formulation of the school's strategy in the development of students' religious character education has several parts, namely: (a). the school's vision and mission. Namely Qualified, Skilled, Independent, Achievement, Noble, as a development indicator of the vision. (b). Examine the strategic environment in schools by carrying out Task environment strategies, organizational environment strategies, and macro environment strategies (c). School targets. Namely in the form of Specific, Measurable, and Attainable. Responsible, Timeframe. (d). SWOT analysis strategy. Namely Competition Strategy (S-O), Investment Strategy (W-O), Mobilization Strategy (S-T), and Damage Control Strategy (W-T) were not used because Madrasah Aliyah Negeri 2 Tangerang did not have threats from the outside environment.

Implementation of the school strategy in the development of students' religious character education has several aspects, namely: (a). The school's policy has been to carry out extracurricular activities, namely local content lessons containing the yellow book recitation tailored to the grade level of each student, and organizing special Arabic deepening programs. (b). Motivation is given to supervising teachers and religious education teachers. Flag ceremony and joint service meetings with teachers and education staff, holding outbound, giving awards to outstanding teachers, exemplary teachers, and productive teachers. Motivation is also given to students with Motivation and Parenting activities, providing scholarships to students who excel in winning competitions and memorizing the Koran. (d). School resources are memorized for both sons and daughters, mosques, students' memorized deposit list books, classic books taught by supervising teachers and religious teachers as well as teachers brought in from outside the school.

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