

## SWOT ANALYSIS IN PREPARING STRATEGIC PLANS FOR IMPROVING THE QUALITY OF EDUCATION

Yunita Sari  
Universitas Negeri Yogyakarta  
[Yunitasari738@gmail.com](mailto:Yunitasari738@gmail.com)

Muh. Saidil Ikhwan  
Universitas Negeri Yogyakarta  
[ikhwansaidil@gmail.com](mailto:ikhwansaidil@gmail.com)

### ABSTRACT

This article discusses SWOT analysis as an effective tool in developing strategic plans to improve the quality of education. This research conducted at SMA Negeri 1 Sijuk. Through a SWOT (strengths, weaknesses, opportunities and threats) approach, this research identifies school strengths, such as the presence of quality teachers and adequate infrastructure, which can be the basis for strategic improvement. In the other hand, weaknesses in terms of limited operational funds and limited access to technology are also analyzed to find the right solution. Opportunities to improve the quality of education are seen through the development of professional teacher programs and the potential for strong support from parents and the community. However, this article also discusses threats it may face, including changes in educational policy and competition with other schools. By outlining this SWOT analysis, this article provides a comprehensive strategic basis for SMA Negeri 1 Sijuk to formulate an effective strategic plan in achieving a holistic improvement in the quality of education.

*Keywords: Management Quality, Education, Strategic, School Strategic Management*

### INTRODUCTION

In the current era of education, Indonesia faces important challenges in preparing graduates who are not only qualified, but also have superior character and are able to compete effectively both at the national and global levels. In this context, elementary schools have a crucial role as the main foundation in forming a generation that has the skills and competitiveness needed in a world that is constantly changing and increasingly competitive<sup>1</sup>. Schools play a key role in forming a superior generation for Indonesia, and comprehensive support from various parties, including the government and society, should be a top priority. In the educational context, significant steps are needed to increase the potential and quality standards of schools. By adopting a structured management system, effective human resource management, adequate facilities, and measurable education cost policies, schools can play an optimal role in achieving the desired educational goals<sup>2</sup>.

School principals have a very vital role in improving the quality of education in schools. Excellent leadership skills are very important for a school principal. Continuous efforts to improve the quality of education in schools must be prioritized in order to achieve quality

---

<sup>1</sup> Nila Rahmi Rochmanu Fauzi, "Implementasi Perencanaan Strategis Dalam Meningkatkan Mutu Pendidikan Sekolah Dasar," *Jurnal Magister* 8, no. 20 (2021): 15–25.

<sup>2</sup> Hilya Gania Adilah and Yaya Suryana, "Manajemen Strategik Dalam Meningkatkan Mutu Pendidikan Madrasah Ibtidaiyah," *Jurnal Isema: Islamic Educational Management* 6, no. 1 (2021): 87–94.

standards<sup>3</sup>. All educational institutions in Indonesia, including schools, madrasas and universities, are required to provide quality education. Therefore, they must continue to improve themselves in order to improve the quality of learning and the final results produced<sup>4</sup>. Quality of education refers to the evaluation of the quality of education from the ability of educational institutions to manage the teaching and learning process effectively, which leads to good student achievement and fulfilled public trust<sup>5</sup>.

SMAN 1 Sijuk is one of the high school level educational institutions in the Sijuk area, Sijuk District, Belitung Regency, Bangka Belitung Islands. As part of the national education system, SMAN 1 Sijuk operates under the supervision of the Ministry of Education and Culture. This school has received A accreditation, according to the certificate issued in 2017. The vision of SMAN 1 Sijuk is to create efficient, fast, transparent and accountable public services, which are in accordance with applicable statutory provisions. This school's mission includes efforts to provide efficient and fast services to applicants, maintain transparency and accountability in providing information in accordance with legal provisions, prioritize good service ethics and a friendly attitude, and provide a comfortable service space for service users. Data related to educational staff at SMAN 1 Sijuk includes 29 teachers, 10 educational staff and 39 technical support staff, obtained from the latest recapitulation of basic education data on November 13rd 2023.

In order for education to be improved, there needs to be strategies or steps that can help students adapt to change. One approach used in educational management is strategic management, which helps schools plan strategies to improve the quality of education. The most important part of strategic management is a comprehensive analysis of various aspects, both internal and external, which is known as a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)<sup>6</sup>. SWOT is an abbreviation that refers to strengths, weaknesses, opportunities and threats, which systematically helps in recognizing external (O and T) and internal (S and W) factors in an organization.

One of the important steps in preparing a comprehensive educational plan at SMA Negeri 1 SIJUK is to carry out a SWOT analysis. Through this analysis, an evaluation of the strengths, weaknesses, opportunities and threats that exist at SMA Negeri 1 SIJUK is carried out. The aim is to find out the extent to which progress in achieving goals has been achieved and identify obstacles that may arise, along with solutions that can be taken to overcome these obstacles. Thus, it is hoped that the level of organizational success can be measured before implementing educational planning<sup>7</sup>.

SWOT analysis is a structured process of identifying factors to formulate organizational or company strategy<sup>8</sup>. SWOT analysis involves evaluating an organization's internal strengths and weaknesses, as well as opportunities and threats in the external environment. This is the

---

<sup>3</sup> Yusniar Yusniar, Zaenab Hanim, and Nurlaili Nurlaili, "Manajemen Strategik Dalam Perencanaan Peningkatan Mutu Pendidikan Di Sekolah Dasar Islam Terpadu Cordova Samarinda," *Journal on Education* 5, no. 3 (2023): 7282–90.

<sup>4</sup> Ahmad Syamsu Lutfi and Chusnul Chotimah, "ANALISIS STRATEGI KEPALA SEKOLAH DALAM MENINGKATKAN MUTU PENDIDIKAN," *SKILLS: Jurnal Riset Dan Studi Manajemen Pendidikan Islam*, 2023, 22–36.

<sup>5</sup> Isamuddin Isamuddin et al., "Implementasi Analisis Swot Pada Manajemen Strategik Dalam Perencanaan Peningkatan Mutu Pendidikan Di Madrasah Tsanawiyah Nurul Islam Muara Bungo," *Jurnal Manajemen Pendidikan Dan Ilmu Sosial* 2, no. 2 (2021): 1034–50.

<sup>6</sup> Eka Susanti, "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Madrasah Tsanawiyah Negeri 2 Kota Palembang" (UIN Raden Fatah Palembang, 2018).

<sup>7</sup> Agus Tardian, "Manajemen Strategik Mutu Sekolah: Studi Kasus Di SD Al Irsyad Al Islamiyyah 02 Purwokerto," *Jurnal Kependidikan* 7, no. 2 (2019): 192–203.

<sup>8</sup> Mohamad Harisudin Mahfud, "Metode Penentuan Faktor-Faktor Keberhasilan Penting Dalam Analisis Swot," *AGRISAINTEFIKA: Jurnal Ilmu-Ilmu Pertanian* 3, no. 2 (2019): 113–25.

first step in the decision making and strategic planning process, with the aim of maximizing strengths and opportunities, while minimizing weaknesses and threats<sup>9</sup>.

Improving the quality and development of Islamic educational institutions is very dependent on optimizing strategic management. Through this approach, institutions can plan long, medium and short term strategies structured in documents such as RESTRA, RENOP and RPS. The main goal is to achieve the targets that have been set, especially in terms of increasing student academic achievement and the number of graduates who meet the desired standards.

The quality of an educational institution, especially a school, can be measured from the achievements achieved by its students, which should reflect the level of quality of the school<sup>10</sup>. The achievements of an educational institution are reflected in various aspects, such as high student participation which reflects social enthusiasm, academic achievement that meets established standards, instilling good moral and cultural values, as well as developing students' skills and competencies to compete in the world of work, while remaining pay attention to life ethics<sup>11</sup>.

In facing the challenges of changing times and demands for high quality education, every educational institution is required to be able to identify the strengths, weaknesses, opportunities and threats it faces. This is the basis for formulating effective strategies in improving the quality of education. Therefore, a research was carried out regarding SWOT Analysis in preparing a Strategic Plan to improve the quality of education at SMA NEGERI 1 Sijuk, by considering supporting and inhibiting factors in the SWOT analysis.

## METHOD

This research uses a qualitative method with a descriptive approach. The main data was collected through observation and interviews with the school principal to analyze SWOT in an effort to improve the quality of education at SMAN 1 SIJUK. Secondary data was obtained from various sources such as teachers, parents of students, as well as relevant documents and archives that discuss the problems raised in the research<sup>12</sup>.

Unstructured interviews are chosen according to the interviewer's policy and the conditions during which the interview is conducted. Observations are carried out to monitor learning activities, condition of facilities, graduate competencies, and efforts made by school principals, teachers and students to improve the quality of education. Documentation is used to collect objective data about organizational structure, as well as teacher and student profiles.

The data analysis technique applied is qualitative analysis which describes information narratively to obtain an in-depth understanding of a phenomenon<sup>13</sup>. The process includes data reduction, where data is collected and organized into a summary that focuses on the core problem; data presentation is carried out through text narrative; and drawing conclusions is the development of new knowledge that emerges from the analysis. Data validity testing was carried out through data triangulation to ensure the accuracy of the research results<sup>14</sup>.

---

<sup>9</sup> Agus Suryana, Qowaid Qowaid, and Vina Fauziyah, "Analisis Mutu Kinerja Di SMA Negeri 1 Cilamaya," *Jurnal Dirosah Islamiyah* 5, no. 1 (2023): 42–52.

<sup>10</sup> Kusnandi Kusnandi, "Konsep Dasar Dan Strategi Penjaminan Mutu Pendidikan: Sebagai Review Kebijakan Mutu Pendidikan," *Indonesian Journal of Education Management & Administration Review* 1, no. 2 (2018): 107–18.

<sup>11</sup> Lutfi and Chotimah, "ANALISIS STRATEGI KEPALA SEKOLAH DALAM MENINGKATKAN MUTU PENDIDIKAN."

<sup>12</sup> John W Creswell, "Desain Penelitian," *Pendekatan Kualitatif & Kuantitatif*, Jakarta: KIK, 2002, 121–80.

<sup>13</sup> Muhammad Rijal Fadli, "Memahami Desain Metode Penelitian Kualitatif," *Humanika, Kajian Ilmiah Mata Kuliah Umum* 21, no. 1 (2021): 33–54.

<sup>14</sup> Eneng Garnika and Baiq Rohiyatun, "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Sekolah Dasar," *Journal Of Administration and Educational Management (ALIGNMENT)* 4, no. 2 (2021): 162–69.

## FINDING

### SMAN 1 Sijuk Strategic Plan for Improving the Quality of Education

To improve school quality, SMAN 1 SIJUK is in quadrant I (SO), indicating a position that supports aggressive strategies for growing school quality. In this effort, a strategic plan is prepared by utilizing the school's internal strengths to capture opportunities from the external environment. The plan includes: (1) Improving the school environment towards an ideal learning community by implementing the 7 K program (Cleanliness, Order, Beauty, Sensation, Security, Comfort and Family); (2) Establishment of an achievement club to develop students' potential, both in academic and non-academic fields; (3) Optimizing the role of school principals in empowering and training leadership and managerial teaching and education staff; (4) Development of ICT-based school facilities as a learning tool for students; and (5) Formation of an Evaluation Team for effective and efficient school programs and activities.

The strategic plan to improve quality in the process aspect includes: (1) Optimizing teacher professional development activities, both inside and outside the school, with a focus on improving quality; (2) Development of active, innovative, creative, effective and interesting learning for students; (3) Increasing the effectiveness of extracurricular programs and activities from the planning, implementation, to evaluation stages to achieve the desired goals; (4) Increase collaboration with teachers or coaches, both from within and outside the school, in order to improve the quality of non-academic achievements, such as in extracurricular activities. Rencana strategis untuk meningkatkan mutu dalam aspek output mencakup: (1) Peningkatan prestasi non-akademis sekolah secara optimal; (2) Peningkatan pembelajaran yang menekankan pembangunan karakter peserta didik untuk memperkuat citra positif; (3) Pembentukan jaringan alumni yang lebih efektif dan terstruktur; (4) Inovasi untuk percepatan pencapaian prestasi akademis<sup>15</sup>.

Improving the quality of education in schools includes learning programs from teachers by improving teacher discipline, increasing knowledge, as well as developing teacher performance training. Apart from that, there are also efforts to improve the quality of education for students by distributing tutorials, and providing infrastructure facilities to support the educational process as well as collaborating with student parents<sup>16</sup>. When conducting a SWOT analysis in educational institutions, it is important to identify supporting and inhibiting factors. Supporting factors have a crucial role in the SWOT analysis process for educational institutions. The following are supporting and inhibiting factors in implementing SWOT analysis based on the results of research that has been conducted<sup>17</sup>.

#### Supporting factors

Sijuk 1 Public High School has several supporting factors that can become a strategic basis for improving the quality of education. One of the main strengths of this school is the quality of its human resources. Qualified and experienced teachers provide a solid foundation for curriculum development and effective learning delivery. Additionally, active school committee involvement and parental support offer great potential for creating a positive and collaborative educational environment. Adequate school infrastructure and facilities, such as good buildings and modern teaching equipment, provide a physical foundation that supports the learning process. Opportunities to improve the quality of education arise from teacher professional development programs, which can update and improve teacher skills.

---

<sup>15</sup> Edi Sujoko, "Strategi Peningkatan Mutu Sekolah Berdasarkan Analisis Swot Di Sekolah Menengah Pertama," *Kelola: Jurnal Manajemen Pendidikan* 4, no. 1 (2017): 83–96.

<sup>16</sup> Bayu Ariyadi, "Strategi Kebijakan Kepala Sekolah Dalam Peningkatan Mutu Pendidikan Dengan Analisis SWOT," *Journal Management in Education* 1, no. 1 (2023): 1–22.

<sup>17</sup> Garnika and Rohiyatun, "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Sekolah Dasar."

Collaboration with educational institutions or related organizations can be a golden opportunity to support teacher professional growth and improve teaching quality<sup>18</sup>.

### Obstacle factor

On the other hand, there are several inhibiting factors that need to be overcome to achieve an increase in the quality of education at SMA Negeri 1 Sijuk. One weakness that needs to be considered is the lack of operational funds which can limit extracurricular activities and curriculum development. Limited funds can also affect the maintenance of facilities and infrastructure. Apart from that, limited access to information technology among students and teachers is a weakness that needs to be considered, especially in this digital era where technology has an important role in education<sup>19</sup>. Threats associated with changes in educational policy may emerge as potential obstacles, requiring adaptive responses from schools. Competition with other schools, both in terms of student recruitment and academic achievement, indicates challenges in maintaining and improving a school's reputation. By identifying these factors, schools can design more effective strategies to overcome obstacles and take advantage of existing opportunities.

## DISCUSSION

### Implementation of SWOT Analysis in improving the quality of education at SMAN 1 SIJUK

The 4-K SWOT Matrix is formed by a horizontal axis that reflects internal environmental variables and a vertical axis that reflects the external environment. The following figure 1 shows the 4-K SWOT matrix:



Gambar 1. Matriks SWOT 4 Kuadran  
Sumber: Muhammad (2004)

- Quadrant 1, Quadrant 1 describes a situation that benefits the school with opportunities and internal strengths that can be utilized. The strategy implemented is to support aggressive growth policies.
- Quadrant 2, even though faced with threats, the school still has internal strength. The strategy implemented is to take advantage of long-term opportunities by diversifying products.
- Quadrant 3. shows that the school has large market opportunities, but also faces several internal weaknesses. The main strategy is to minimize internal weaknesses to take advantage of market opportunities.
- Quadrant 4, describes an unfavorable situation, with the school faced with internal challenges and weaknesses. The analysis was carried out using the SWOT-K matrix or 4 Quadrant Matrix to formulate work plans and school self-evaluation to determine strategies

<sup>18</sup> Yuni Kasmawati, "Peningkatan Kompetensi Melalui Kolaborasi: Suatu Tinjauan Teoritis Terhadap Guru," *Equilibrium: Jurnal Pendidikan* 8, no. 2 (2020): 136–42.

<sup>19</sup> Nurdyansyah Nurdyansyah, "Sumber Daya Dalam Teknologi Pendidikan," *Universitas Muhammadiyah Sidoarjo*, 2017.

and further development programs<sup>20</sup>. This investigation can make an important contribution to rational decision making. The company's goals and vision and mission are the main considerations in the decision making process. SWOT analysis is used as an important tool to evaluate the factors that influence a company and helps in making strategic choices. The components in a SWOT analysis include<sup>21</sup>.

### **Strengths**

SMA Negeri 1 Sijuk can boast of having high quality human resources. Experienced and committed teachers provide a strong foundation for quality education. An active school committee and parent involvement in school activities create a collaborative learning environment. In addition, good school infrastructure and facilities provide important physical support, including well-maintained buildings and modern teaching equipment.

### **Weaknesses**

The weakness of the external environment is the lack of concern of parents for the school environment.

### **Opportunities**

A number of opportunities are open to improve the quality of education at SMA Negeri 1 Sijuk. Teacher professional development programs provide opportunities to improve teaching skills and keep up with the latest developments in the world of education. Parental and community involvement can be increased as a source of financial and non-financial support that has the potential to enrich educational programs.

### **Threats**

Threats can arise from changes in educational policies that can affect school management and curriculum. Competition with other schools, especially in terms of student recruitment and academic performance, poses a serious threat to a school's reputation. Therefore, SMA Negeri 1 Sijuk needs to maintain resilience and adaptability to face potential changes and intense competition

## **CONCLUSION AND SUGGESTION**

In the context of preparing a strategic plan to improve the quality of education at SMA Negeri 1 Sijuk, SWOT analysis has opened the door to valuable insights. The existence of strengths, such as quality human resources and adequate facilities, provides a solid foundation for improvement. On the other hand, overcoming weaknesses, such as limited operational funds and limited access to technology, is a priority to achieve significant improvements.

Opportunities in the form of teacher professional development programs and potential support from parents and the community provide strategic direction for improving the quality of education. However, broadening the outlook also reveals threats, especially from changes in educational policy and competition between schools. In conclusion, SWOT analysis proves itself to be an important tool for guiding strategic planning, helping SMA Negeri 1 Sijuk to identify priorities, exploit potential, and face challenges in an effort to improve the quality of education effectively and sustainably. By detailing the necessary steps based on the findings of the SWOT analysis, SMA Negeri 1 Sijuk has a strong foundation for moving towards a better educational future.

## **REFERENCE**

---

<sup>20</sup> Zuhud Suriono, "Analisis SWOT Dalam Identifikasi Mutu Pendidikan," *ALACRITY: Journal of Education*, 2021, 94–103.

<sup>21</sup> Susanti, "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Madrasah Tsanawiyah Negeri 2 Kota Palembang."

- Adilah, Hilya Gania, and Yaya Suryana. "Manajemen Strategik Dalam Meningkatkan Mutu Pendidikan Madrasah Ibtidaiyah." *Jurnal Isema: Islamic Educational Management* 6, no. 1 (2021): 87–94.
- Ariyadi, Bayu. "Strategi Kebijakan Kepala Sekolah Dalam Peningkatan Mutu Pendidikan Dengan Analisis SWOT." *Journal Management in Education* 1, no. 1 (2023): 1–22.
- Creswell, John W. "Desain Penelitian." *Pendekatan Kualitatif & Kuantitatif*, Jakarta: KIK, 2002, 121–80.
- Fadli, Muhammad Rijal. "Memahami Desain Metode Penelitian Kualitatif." *Humanika, Kajian Ilmiah Mata Kuliah Umum* 21, no. 1 (2021): 33–54.
- Fauzi, Nila Rahmi Rochmanu. "Implementasi Perencanaan Strategis Dalam Meningkatkan Mutu Pendidikan Sekolah Dasar." *Jurnal Magister* 8, no. 20 (2021): 15–25.
- Garnika, Eneng, and Baiq Rohiyatun. "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Sekolah Dasar." *Journal Of Administration and Educational Management (ALIGNMENT)* 4, no. 2 (2021): 162–69.
- Isamuddin, Isamuddin, Faisal Faisal, Maisah Maisah, Lukman Hakim, and Kasful Anwar Us. "Implementasi Analisis Swot Pada Manajemen Strategik Dalam Perencanaan Peningkatan Mutu Pendidikan Di Madrasah Tsanawiyah Nurul Islam Muara Bungo." *Jurnal Manajemen Pendidikan Dan Ilmu Sosial* 2, no. 2 (2021): 1034–50.
- Kasmawati, Yuni. "Peningkatan Kompetensi Melalui Kolaborasi: Suatu Tinjauan Teoritis Terhadap Guru." *Equilibrium: Jurnal Pendidikan* 8, no. 2 (2020): 136–42.
- Kusnandi, Kusnandi. "Konsep Dasar Dan Strategi Penjaminan Mutu Pendidikan: Sebagai Review Kebijakan Mutu Pendidikan." *Indonesian Journal of Education Management & Administration Review* 1, no. 2 (2018): 107–18.
- Lutfi, Ahmad Syamsu, and Chusnul Chotimah. "ANALISIS STRATEGI KEPALA SEKOLAH DALAM MENINGKATKAN MUTU PENDIDIKAN." *SKILLS: Jurnal Riset Dan Studi Manajemen Pendidikan Islam*, 2023, 22–36.
- Mahfud, Mohamad Harisudin. "Metode Penentuan Faktor-Faktor Keberhasilan Penting Dalam Analisis Swot." *AGRISAINTELIKA: Jurnal Ilmu-Ilmu Pertanian* 3, no. 2 (2019): 113–25.
- Nurdyansyah, Nurdyansyah. "Sumber Daya Dalam Teknologi Pendidikan." *Universitas Muhammadiyah Sidoarjo*, 2017.
- Sujoko, Edi. "Strategi Peningkatan Mutu Sekolah Berdasarkan Analisis Swot Di Sekolah Menengah Pertama." *Kelola: Jurnal Manajemen Pendidikan* 4, no. 1 (2017): 83–96.
- Suriono, Zuhud. "Analisis SWOT Dalam Identifikasi Mutu Pendidikan." *ALACRITY: Journal of Education*, 2021, 94–103.
- Suryana, Agus, Qowaid Qowaid, and Vina Fauziyah. "Analisis Mutu Kinerja Di SMA Negeri 1 Cilamaya." *Jurnal Dirosah Islamiyah* 5, no. 1 (2023): 42–52.
- Susanti, Eka. "Implementasi Analisis Swot Dalam Perencanaan Peningkatan Mutu Pendidikan Di Madrasah Tsanawiyah Negeri 2 Kota Palembang." UIN Raden Fatah Palembang, 2018.
- Tardian, Agus. "Manajemen Strategik Mutu Sekolah: Studi Kasus Di SD Al Irsyad Al Islamiyyah 02 Purwokerto." *Jurnal Kependidikan* 7, no. 2 (2019): 192–203.
- Yusniar, Yusniar, Zaenab Hanim, and Nurlaili Nurlaili. "Manajemen Strategik Dalam Perencanaan Peningkatan Mutu Pendidikan Di Sekolah Dasar Islam Terpadu Cordova Samarinda." *Journal on Education* 5, no. 3 (2023): 7282–90.

