

IMPLEMENTATION OF STRATEGIC MANAGEMENT IN EFFORTS TO IMPROVE THE QUALITY OF EDUCATION IN MAN 2 TANAH DATAR

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Abstract

The main problem in this research is the increase in school achievement from the implementation of strategic management. The strategies used by schools have resulted in various kinds of achievements or awards achieved by educators, and students. The focus of this study is to determine the strategies implemented by schools in an effort to improve the quality of education in MAN 2 Tanah Datar. The purpose of this study is to determine how the implementation of strategic management and supporting factors in an effort to improve the quality of education in MAN 2 Tanah Datar. This type of research that researchers use is a type of field research (field research), to obtain data from the problems being studied. Data collection techniques that researchers use are through interviews, observation, and documentation. Data processing was carried out in a descriptive qualitative manner, then described and classified certain aspects of the problem and explained it through effective sentences. Research can be concluded that the implementation of strategic management by MAN 2 Tanah Datar has been formulated and summarized in the school's strategic and operational plans, from the implementation of strategic management, the principal takes the point and formulates the right strategy, including: schools carry out strategies in admitting new students through achievement and general channels, implementing SBM implementing educational supervision, arranging strategies by utilizing all resources in MAN 2 Tanah Datar, conducting strategies jointly with educators, educational staff, committees and people old. Meanwhile, from the supporting factors in improving the quality of education in MAN 2 Tanah Datar, namely: adequate number of teachers, 100% of teachers are qualified S1 and 99% have received education certificates, administrative staff, laboratory assistants, librarians, and school caretakers are adequate, there is a relationship both between madrasah members and madrasah stakeholders, a study room that is representative and meets the number of class groups, the availability of communication access, telephone, internet and information, has labor (Language, Science, Computer), the availability of space for extracurricular activities for students, the availability of a library with references complete, school furniture that is still good and fit for use, the madrasah environment is comfortable, and the location of the madrasah is strategic and easy to reach.

Key Words : *Strategic Management and Quality Education*

INTRODUCTION

Strategic management is the process of an organization or education organizing the formulation and implementation of its strategy. Strategy decisions are decisions relating to the long-term development of educational

organizations, in order to increase competencies that are significantly different from those of the educational organization. Educational strategy is a decision-oriented, centralized and integrated concept, as well as externally oriented, which emphasizes how an organization carries out activities to achieve its organizational goals (Assauri, 2013, p.9).

Based on the above opinion, the authors conclude that strategic management is a method or steps that are very important points in directing an organization in accordance with what is expected so that later goals and objectives will be achieved as effectively as possible. The leadership of a school greatly determines whether or not a school applies strategic management, in its implementation strategic management requires all adequate resources in achieving school or educational goals.

According to (Aminatul, 2014, p. 28) argues that quality is a structured process to improve the output produced, in the context of education, according to the national education ministry as quoted by Mulyasa, the definition of quality includes input, process and output of education, educational input is something that must available because it is needed for the continuation of a process. Whereas quality in general according to (Mulyasa, 2012, p. 157) can be interpreted as a comprehensive description and characteristics of goods or services that show their ability to satisfy expected or implied needs, in the context of education, the notion of quality includes educational inputs, processes and outputs.

The quality of education is not only determined by the school as a teaching institution, but also adjusted to the views and expectations of the community which tend to always develop along with the times. Starting from this tendency, community assessors regarding the quality of school graduates continue to develop. Therefore, schools must continuously improve the quality of their graduates by adjusting to the development of society's demands towards the quality of education which is based on standards of ideal norms (Syaiful, 2017, p. 169-170).

Education is an effort that can accelerate the development of human potential to be able to carry out the tasks assigned to it, because only humans can educate and educate, education can affect physical, mental, emotional, moral and human faith and devotion, there are many views on the meaning of education. It really depends on the side of education that will be studied, there are common factors that characterize the essential meaning of education, namely that education is a human endeavor (Asmendri, 2015, p. 5-6).

According to (Teguh, 2014, p. 21-24) argues that in a narrow sense education is school. Education is teaching that is carried out in schools as a formal educational institution. Education is all the influence that the school strives for on children and adolescents which is entrusted to it so that they have perfect abilities and full awareness of their social relationships and duties. Meanwhile, the broad definition is limited, namely education is a conscious effort carried out by the family, community, parents and government, through guidance, teaching and or training activities that take place in schools and outside schools as long as they are carried out to prepare students to play their roles in various environments. live properly in the future.

Based on the above opinion, it can be concluded that education is an effort to attract something in humans as an effort to provide programmed learning experiences in the form of formal, non-formal, and informal education at school and outside of school, which lasts a lifetime which aims to optimize individual abilities. so that in the future it can play a role in life appropriately.

Based on preliminary observations and the results of interviews the author conducted with the head of MAN 2 Tanah Datar. MAN Tanah Datar is a school that is in great demand by the community because of its achievements both academically and non-academically and is supported by a strategic location and friendly environment and is one of the favorite MANs, this is evidenced by the award for favorite Islamic schools from Prestise Indonesia and also seen from data on the number of applicants from various regions in West Sumatra who register and are accepted at this school, to be accepted into this school is not easy because the school has set strategies in admitting new students such as science tests, achievements that have been achieved, read the Al-Qur ' memorizing and memorizing the Al-Qur'an, so that later in the educational process, quality output will be obtained.

The implementation of strategic management in MAN 2 Tanah Datar, which has been formulated in the vision, mission and goals of the school so that later it becomes a guide in managing and implementing an effective strategy, this of course will be more effectively implemented because the school has conducted a SWOT analysis which will provide an overview of how to see strengths, weaknesses, opportunities and threats, so that later schools will be able to compete and meet national education standards and be able to produce quality education.

Meanwhile, the supporting factors in improving the quality of education can be seen from the factors of educational objectives, input factors, management factors and educational personnel factors (students, teachers, staff,

principals, supervisors), educational facilities and infrastructure factors, institutional factors of all parties involved, It also refers to eight national education standards, namely, graduate competency standards, content standards, process standards, education and education staff standards, facilities and infrastructure standards, education cost standards, education management standards, education assessment standards, these standards have been implemented and met. and this is evidenced by the achievement of accreditation A by MAN 2 Tanah Datar.

METHOD

This research approach uses descriptive qualitative methods, namely research methods that describe the conditions of the research subject at the time the research was carried out. The data obtained from the techniques of observations, interviews, document analysis, field notes, compiled by researchers at the research location, were not put in numbers and forms. Researchers immediately conducted data analysis by enriching information, looking for relationships, comparing, and finding patterns on the basis of the original data. This type of research that the author does is field research, known as field research using qualitative methods with a descriptive approach.

The research instrument is the researcher is the main data collection tool, the concept of the instrument is understood as a tool that can reveal field facts and there is no most elastic and appropriate tool to reveal qualitative data except the research itself. This means that by using these tools data can be collected. In qualitative research, the researcher himself collects data by asking, asking, listening and drawing conclusions.

In this research, tools that instruments are needed, the instruments in question are in the form of mobile phones, notebooks, pens and pencils. The mobile phone is used as a voice recording device for informants and data collection if the researcher does not record everything. Meanwhile, notebooks and writing instruments were used to record information essentially obtained from informants.

RESULT AND DISCUSSION

Implementation of school strategic management in an effort to improve the quality of education in MAN 2 Tanah Datar include:

Implementation of Strategic Management carried out by MAN 2 Tanah Datar, namely as follows: which has been formulated in the vision, mission and goals of the school that seen from the vision, mission of the school and

summarized in the school's strategic and operational plans, MAN 2 Tanah Datar has arranged strategies and has attempted to improve the quality of education, so that later it becomes a guideline in regulating and implementing effective strategies, this will certainly be implemented more effectively because schools have conducted a SWOT analysis which will provide an overview of how to see strengths, weaknesses, opportunities and threats, so that later schools can compete and meet national education standards and able to produce quality education.

Meanwhile, the supporting factors in improving the quality of education can be seen from the factors of educational objectives, input factors, management factors and educational personnel factors (students, teachers, staff, principals, supervisors), educational facilities and infrastructure factors, institutional factors of all parties involved, It also refers to the eight national education standards, namely, graduate competency standards, content standards, process standards, education and education staff standards, facilities and infrastructure standards, education cost standards, education management standards, educational assessment standards, these standards have been implemented and are met. in MAN 2 Tanah Datar and this is proven by the achievement of accreditation A by MAN 2 Tanah Datar.

The strategies implemented by the principal in improving the quality of education are as follows:

- 1) The principal implements a strategy in admitting new students through the achievement and general channels
- 2) The principal set a strategy in increasing the number of school achievements by participating in all competitions at the district, provincial and national levels
- 3) Implementing MBS / M (school / madrasah based management) in an effort to improve the quality of education
- 4) Carry out educational supervision
- 5) The principal set a strategy by utilizing all the resources in MAN 2 Tanah Datar
- 6) Principals carry out strategies together with educators, educational staff, committees and parents in an effort to improve the quality of education at MAN 2 Tanah Datar

The quality of education is two terms derived from quality and education, which means that it refers to the quality of the product produced by an educational institution or school. That can be identified from the number of students who have achievements, both academic and other achievements, and

graduates are relevant to the goal. According to the above definition, a quality school has several indicators, namely: First, the large number of students, this indicates that the enthusiasm of the community towards educational institutions is very high. Second, have academic and non-academic achievements. Third, graduates are relevant to the goals of educational institutions, meaning that they comply with the standards set by the school.

Quality creates an environment both for education, parents, government officials, community representatives, and business people, to work together to provide opportunities and future hopes for students.

Everyone expects and even demands quality from others, on the other hand, other people always expect and demand quality from us. This means that quality is not something new, because quality is a human instinct. Quality is essentially used to show an assessment or award that is given or worn on certain goods (products) and services (service), based on objective considerations of weight and performance. Quality is a way of managing an organization that is comprehensive and integrated which is directed towards meeting customer needs. Quality education is education that is able to meet expectations and be able to meet the wants and needs of society, to realize community expectations, schools and teachers must have high expectations of students (Aziz, 2015, p. 1-2).

According to (Sudadio, 2012, p. 555) One of the efforts to increase the productivity and quality of education in the primary and secondary education environment is to improve the management system, especially in primary and secondary education, this is in accordance with government regulation No. 19 years. 2005 article 49 paragraph (1), (Depdiknas, 2005. 38), namely the management of education units at the primary and secondary education levels applying school-based management which is shown by independence, partnership, participation, openness and accountability. In addition to increasing school productivity, the application of school-based management is expected to be able to accelerate improvements and increase the quality of education continuously and continuously (continuous improvement).

Considering that primary and secondary education have a central and strategic role in supporting the continuity and success of education at a higher level, and basic education is a compulsory education program for Indonesians who are at that age, on this basis it is time for all parties to no longer only emphasize and prioritize. Strategic management is an art (skill), technique, and science to formulate, implement, and evaluate and oversee various functional decisions of the organization (business and non-business) which are always

influenced by the internal and external environment, which are constantly changing so as to give the organization the ability to achieve goals as expected. The importance of society in determining strategic management is very dominant, because it can cause an advantage or even become a threat to educational institutions.

The role of Islamic education institutions in improving education is very strategic, in order to gain the trust of the community, the main responsibility of the principal is to improve the school curriculum. Schools should provide good supervision in order to provide assistance in determining the needs of the school and strive to be implemented towards the desired changes.

Strategy is a powerful management instrument and cannot be avoided, including in school management. School strategy describes the methods and approaches used to achieve strategic objectives. To achieve school goals, evaluate alternative strategies using definite criteria and the selection of an alternative or group that might become a school strategy. Strategic management must be able to guarantee the quality of its performance. Thus, strategic management is required to maintain consistency between the vision, mission, goals and objectives that are guided by the school's strategic plan. Implementation of strategic management, schools will have the right decisions to achieve plans which will lead to school goals.

Departing from that, the effectiveness of implementing strategic management in Madrasahs can be achieved if the management of education is well organized and directed, through cooperation between top management in this case the principal, teachers and staff, community support, and government attention. So that the implementation of strategic management can run optimally and as expected, because the whole process of education in schools depends on how it is managed. This means that one measure of the success or failure of achieving educational goals in a school is determined by how the management process is (Iskandar, 2017, p. 269).

According to (Asmendri, 2018, p. 76) the principal of a madrasah or school is the link between the relationship between the local madrasah or school and the wider community. Therefore, if the learning process is to be improved, intellectual, technical and material support must be properly forgiven. Likewise, the relationship with the community that provides support in developing madrasah or school improvement programs needs to be pursued continuously.

The author's analysis of the principal's strategy and supporting factors in improving the quality of education in MAN 2 Tanah Datar has been

implemented and managed well, and this is more effectively implemented because it is supported by various factors that exist in MAN 2 Tanah Datar, and this is certainly bearing fruit which is good too, so that it produces many kinds of school achievements, this strategy will be maximally implemented if it is supported by all school members and the community, because the leadership of the principal will be carried out well if it is supported by good school human resources, to implement this strategy it is also necessary support from the community and school stakeholders so that the quality of education can be achieved.

The author's analysis of the principal's strategy and supporting factors in improving the quality of education in MAN 2 Tanah Datar has been implemented and managed well, and this is more effectively implemented because it is supported by various factors that exist in MAN 2 Tanah Datar, and this is certainly bearing fruit which is good too, so that it produces many kinds of school achievements, this strategy will be maximally implemented if it is supported by all school members and the community, because the leadership of the principal will be carried out well if it is supported by good school human resources, to implement this strategy it is also necessary support from the community and school stakeholders so that the quality of education can be achieved.

CONCLUSION

Based on the results of research conducted by researchers at MAN 2 Tanah Datar, regarding the title Implementation of Strategic Management in Efforts to Improve the Quality of Education in MAN 2 Tanah Datar. So it can be concluded, which is implementation school strategic management in an effort to improve the quality of education has been formulated in the vision, mission and goals of the school so that later it becomes a guide in managing and implementing an effective strategy, this will certainly be more effectively implemented because the school has conducted a SWOT analysis which will provide an overview of how to see strengths, weaknesses, opportunities and threats, so that later schools will be able to compete and meet national education standards and be able to produce quality education. The strategies implemented by the principal in improving the quality of education are as follows:

1. The principal implements a strategy in admitting new students through achievement and general channels

2. The principal set a strategy in increasing the number of school achievements by participating in all competitions at the district, provincial and national levels
3. Implement SBM / M (school or madrasah based management) in an effort to improve the quality of education
4. Carry out educational supervision
5. The principal set a strategy by utilizing all the resources in MAN 2 Tanah Datar
6. The principal undertakes a strategy together with educators, educational staff, committees and parents in an effort to improve the quality of education in MAN 2

Meanwhile, from the supporting factors in improving the quality of education in MAN 2 Tanah Datar, namely: the number of teachers who have been adequate, 100% of the teachers have been certified as S1 and 99% have received education certificates for Administrative Personnel, Laboratory Assistants, Librarian, adequate school guard, good relationship between residents madrasah and madrasah stakeholders, representative study rooms that meet the number of class groups, availability of communication access, telephone, internet and information, have labor (Language, Science, Computers), availability of space for extracurricular activities for students, availability of a library with complete references, furniture schools that are still good and suitable for use, a comfortable madrasah environment, the school is open and accepts input provided by all elements that play a role in improving the quality of education both internally and externally, Madrasah locations are strategic and easy to reach.

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