



MANAGEMENT STRATEGY IN IMPROVING QUALITY EDUCATION AT SYARIF HIDAYATULLAH HIGH SCHOOL

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Abstract:

Strategic management has an important role in improving the quality of education. This study aims to find out: (1) How is strategic planning in improving the quality of education in SMA Syarif Hidayatullah (2) How is strategic management implemented in improving the quality of education in SMA Syarif Hidayatullah (3) How is strategic management evaluating in improving the quality of education in SMA Syarif Hidayatullah .This research is a descriptive qualitative research, data collected through observation, interviews, documentation, triangulation, and analyzed using descriptive analysis techniques. This study aims to determine the process of planning, implementing, and evaluating strategic management in improving the quality of education at SMA Syarif Hidayatullah. In the study of strategic management in improving the quality of education at Syarif Hidayatullah High School, it shows that: (1) Strategic planning at Syarif Hidayatullah High School includes four activities, namely developing vision, mission and goals, short, medium and long term planning, identification of internal factors and external, as well as strategy formulation. (2) The implementation of strategic management at Syarif Hidayatullah High School includes four activities, namely determining madrasah policies, motivating educators and education staff, allocating human resources, and developing a strategic culture. (3) Evaluation of strategic management at Syarif Hidayatullah SMA includes three activities, namely monitoring all results, measuring individual and madrasah performance, taking corrective steps.

Keywords: *Strategic Management, Education Quality*

INTRODUCTION

Education is a process of maturation of the quality of life. Through this process, humans can understand the meaning and nature of life and what and how to carry out life and living tasks correctly. That's why the focus of education is directed at the formation of a prominent personality by focusing on the process of maturing the qualities of logic, heart, morals, and faith. The pinnacle of education in achieving the perfection of the quality of life.

Every year one of the problems faced by the world of education in Indonesia is the low quality of education at each level and unit of education level. The standard education rate in Indonesia can lead to blockages in providing human resources with the expertise and skills to fulfil the nation's development in various fields.

According to Article 1 of the Law on the National Education System Number 20 of 2003, national education functions to develop capabilities and form noble national character and civilization to educate the nation's life, aiming at developing the potential of students to become human beings who believe and fear God Almighty. One has a noble

character, is healthy, knowledgeable, capable, creative, and independent, and becomes a democratic and responsible citizen.

By looking at the development phenomenon and increasing competition between schools, schools must be able to implement various superior strategies in dealing with competitors. Strategic management is one of the right choices in dealing with these problems because strategic management is future-oriented and based on an analysis of the internal and external environment. By following the process of strategic management stages, schools can consider decisions, follow up and choose the right strategy in dealing with developments and changes in the educational situation.

Syarif Hidayatullah High School is an Islamic institution that aims to form superior and skilled students based on faith and piety.

The problems faced by SMA Syarif Hidayatullah before implementing strategic management were the lack of professionalism of teachers, low student learning motivation, not optimal employee resources, low discipline of teachers and students, low competency standards of graduate students, less effective learning processes, inadequate budget management process. Less effective and efficient. Therefore, in overcoming these problems, school principals make every effort to carry out strategic management to improve the quality of education in schools.

Syarif Hidayatullah High School has developed strategic management to deal with issues of quality education in the future. The strategy that SMA Syarif Hidayatullah has carried out includes adequate facilities and infrastructure, creating an effective learning process, increasing teacher professionalism by holding English language training, training or workshops, MGMP, then improving the quality of students by having Basic Leadership Training (LDK) for students, Intensive English Program (Students are sent to pare to improve their English skills), Native Speaker program from Western European countries, English champ program for all students, a mandatory program to memorize juz 30 as a condition for grade promotion and graduation, emphasizing the culture of deliberation between students and teachers, reviewing the yellow book by all students, providing enrichment for all grade 9 students to prepare for National Examination, and self-development programs for student's interests and talents.

Based on the description above, the researcher is interested in conducting research entitled MANAGEMENT STRATEGY IN IMPROVING QUALITY EDUCATION AT SYARIF HIDAYATULLAH HIGH SCHOOL.

RESEARCH METHODS

The research method is the procedure for conducting research (methods: techniques). The type of research used in this study is qualitative research with descriptive research types. Research with a qualitative approach emphasizes the analysis of inductive thinking processes related to the dynamics of relationships between observed phenomena and always uses scientific logic. This type of qualitative research is seen as a procedure that produces descriptive data in written or spoken words from people and observed behaviour.

This research describes everything related to strategic management in improving the quality of education at SMA Syarif Hidayatullah. The data collected is in the form of words, pictures, and behaviour, and the authors then express the research results in the form of sentences. In this case, exploring phenomena and obtaining existing data regarding strategic management in improving the quality of education at Syarif Hidayatullah High School.

RESULTS AND DISCUSSION

Syarif Hidayatullah High School is a school that continues to strive to improve the quality of education. Thus, Syarif Hidayatullah High School is trying its best to carry out strategic management to enhance the quality of education in schools. Syarif Hidayatullah High School administrators realize how vital quality education is in

creating quality educators, education staff, and students and making an effective learning process.

Based on research data obtained by researchers, in improving the quality of education, the administrators of SMA Syarif Hidayatullah make strategic management. The strategic management process for improving the quality of education at SMA Syarif Hidayatullah can be described as follows:

Interview with Mr Haris, as Deputy Head of Public Relations for Syarif Hidayatullah High School, was conducted on March 8, 2023, at 13.30

Interview with Mr Nurham Salim, the Principal of Syarif Hidayatullah High School, was conducted on March 11, 2023, at 10.00

Strategic planning in improving the quality of education at SMA Syarif Hidayatullah

Planning in an educational institution has an important role. Through careful planning, the school will be able to produce the right strategy to achieve the goals that have been set. The essence of planning as a strategic management process is making decisions by sorting and selecting alternative activities to be carried out so that efforts to achieve goals take place effectively and efficiently.

The strategic planning process for improving the quality of education at Syarif Hidayatullah High School includes all activities, namely:

a. Formulation of vision, mission, and goals

The process of formulating the vision, mission and goals that SMA Syarif Hidayatullah has prepared is to develop an idea in advance by predicting the current problems and conditions of the madrasa. The vision that has been designed will be developed in the mission formulation according to the situation and needs and the expected goals. After the vision and mission are formulated, the next step is establishing the goals by elaborating on or implementing the task. In developing the vision, mission and objectives, the researcher assessed that the head of the madrasa involved all stakeholders. This is based on Syaiful Sagala's theory that the Formulation of the vision, mission and objectives is carried out first by assessing the environment, namely, what schools can provide the actual basic needs of the education setting. Fulfilling the vision and mission in detail, specific objectives are formulated. After the Formulation of particular objectives is precise, an achievement strategy is developed through several programs as strategic activities.

b. Identification of internal and external factors (SWOT analysis)

SWOT analysis can be divided into two elements, namely internal investigation, which concentrates on the institution itself, and external analysis or The Environment in which an institution operates. Analysis of internal factors, which include strengths and weaknesses, and analysis of external factors, namely opportunities and threats. Likewise, based on this theory, SMA Syarif Hidayatullah has conducted a SWOT analysis to improve the quality of education. SWOT analysis is prepared by identifying, observing, and analyzing the internal and external environment carefully and in detail for the success of the vision and mission to be achieved. In the analysis, the researchers identified internal and external factors through joint deliberations with the parties involved: the head of the madrasa, deputy head of student affairs, deputy head of public relations, deputy head of curriculum, and deputy head of infrastructure, teachers, and madrasa committee.

c. Short, medium and long-term planning

Short-term planning is planning the results to be achieved in one year or less. Meanwhile, medium-term planning is planning on the results to be completed in two years or less. Long-term planning represents the expected results from implementing a particular strategy, usually ranging from three to five years.

Based on this theory, the documentation obtained by researchers is that SMA Syarif Hidayatullah has developed short, medium and long-term plans to improve the quality of education. Short-term planning is carried out for one year, medium-term planning is carried out in 2 years, and long-term planning is carried out for four years. In the researcher's analysis, short, medium and long-term planning is carried

out by evaluating the implementation of last year's program by linking the following schedule.

d. Determination of superior strategy

Strategy is an increasing, efficient, and productive plan to streamline achieving goals. The school's strategy describes the methods and approaches to achieving its strategic goals. The superior strategy in SMA Syarif Hidayatullah is carried out to streamline the achievement of educational goals. From the author's analysis results, the formulation of an excellent strategy for improving the quality of education at SMA Syarif Hidayatullah is by coordinating with the relevant madrasah elements, namely the head of the madrasa, waka, teachers, and school committees (stakeholders). The superior strategy at Syarif Hidayatullah High School is creating a particular program, increasing religion, a selective New Student Admissions (PPDB) selection system, and intensive and effective self-development.

Strategic planning for improving the quality of education at Syarif Hidayatullah High School in formulating all these activities involves the Head of Madrasah, Deputy Head of Public Relations, Deputy Head of Curriculum, Deputy Head of Student Affairs, Deputy Head of Sarpras, Teachers, and Madrasah Committees. In the researcher's observation, the involvement of various stakeholder elements should have been carried out. Their hopes and wishes must be accommodated in the planning. When all internal parties of the institution are satisfied with program planning, a feeling of shared responsibility arises on its implementation. Implementation of strategic management in improving the quality of education at SMA Syarif Hidayatullah.

The implementation of strategic management in improving the quality of education at Syarif Hidayatullah High School is an implementation of the planning stage. Strategic management implementation activities in improving the quality of education at Syarif Hidayatullah High School, namely:

a. Determine madrasa policy

Policies are rules, norms, or values that schools must carry out. Policies are in the form of regulations set by the government or the school itself. In practice, the policy must be carried out by the rules set. From the author's analysis results, the policies set by Syarif Hidayatullah High School follow the government's guidelines and the policies set by Syarif Hidayatullah High School itself. The policies that the government has developed are implementing the 2013 curriculum, implementing cultural and character education in schools, improving the quality of educators through the Teacher Competency Test (UKG), Information and Technology (IT) training for teachers, implementing School-Based Management (MBS) in improving quality. Teachers participate in teacher certification programs and receive training to enhance their competence in education. Meanwhile, the policy set at Syarif Hidayatullah High School is to establish a particular program, make rules for teachers and students, and the learning process in English. This is in line with the results of observations that researchers have made. Namely, madrasahs carry out these policies well.

b. Motivate educators and educational staff

The madrasah head always provides motivation, direction, or orders to educators and educational staff related to increasing their competence which is carried out during official meetings. The madrasah head inspires educators and education staff to study further and get promoted promptly. Based on the results of the observations made by the researchers, the head of the madrasah gave rewards to superior educators and education staff, namely in the form of a charter or souvenir and the opportunity to get training in earlier batches. From the data obtained by the researcher, the researcher's analysis is that the motivation process is carried out so that employees are enthusiastic about carrying out their duties even better. This is based on the theory of Musa

Hubeis and Muhammad Najib that strategy implementation is an active process that requires the support of all staff and employees. The motivation process is needed so that employees fully support the strategy that will be and is being carried out by the school.

c. Allocating human resources

In creating an effective learning process, allocating human resources to their respective fields is necessary. This is done to improve student achievement. From the author's analysis, the human resources referred to here are all human resources that can develop, consisting of teachers, students, staff and school principals. In allocating human resources at Syarif Hidayatullah High School, the head of the madrasah is first selecting and knowing the educational background, certificates, and competencies. This is in line with the theory of Faustino Cardoso Gomes; to achieve good quality education, it is necessary to allocate human resources to their respective fields. Allocating human resources to pre-selection, the selection and placement process is one of the essential functions in human resource management.

d. Madrasa culture that supports the strategy.

School culture is built from the meeting between the values espoused by the principal as a leader and the values espoused by teachers and employees. The results of the researcher's analysis are that school culture can be created through habituation, and culture must be carried out to support the strategies set. The madrasa culture in SMA Syarif Hidayatullah is professionalism, discipline, and responsibility.

The quality of education produced by Syarif Hidayatullah High School is formed from hard work in implementing strategic management by predetermined plans. The madrasa head has a vital role in coordinating related parties during the implementation of strategic management. These activities aim to ensure that the performance can run effectively, efficiently, and by the plan.

Evaluation of strategic management in improving the quality of education at SMA Syarif Hidayatullah

To determine the success of program implementation, managers must conduct an evaluation. The evaluation process is the last stage of a series of strategic management processes. Strategic evaluation of improving the quality of education at Syarif Hidayatullah High School is carried out in stages.

In the view of researchers, the strategic management evaluation process for improving the quality of education at SMA Syarif Hidayatullah is divided into three stages, namely

a. Monitor all results of planning and implementation

Strategy evaluation is a process aimed at ascertaining whether the strategic actions taken by the school are by the formulation of the strategy that has been made or determined. Based on this theory, in this evaluation, the Madrasah Principal supervises all programs. The researcher considers that supervision is carried out directly by the head of the madrasa by monitoring the progress of each activity. It aims to find out whether the activities are carried out according to a predetermined plan or not.

Based on the documents that researchers got, how to monitor all the results of planning and implementing strategic management in improving the quality of education at Syarif Hidayatullah High School, namely holding meetings once a week with stakeholders, the head of the madrasa, teachers, waka, and the madrasah committee to provide direction and guidance, monitor the progress of each activity, supervision, and intensive performance measurement process.

b. Measuring individual and madrasa performance

The measurements used to assess performance depend on how the organizational unit will be evaluated and the goals achieved. Based on this

theory, researchers consider that the activity aims to find out how high the success of the activities that have been carried out is based on strategic planning so that if there are problems that occur, they can be resolved immediately. Measuring individual performance includes activities to measure the level of success carried out by individuals, for example, teachers, students, and madrasah committees. Meanwhile, measuring the performance of madrasahs includes madrasah facilities and infrastructure, learning processes, activity programs, and others.

Likewise, the documents that the researchers obtained, activities to measure individual and Madrasah performance carried out by Syarif Hidayatullah High School, namely by supervising the learning process and learning outcomes, conducting Teacher Performance Assessments (PKG), and conducting school self-evaluations (EDS)).

c. Take remedial steps.

This activity is carried out by taking various corrective actions to ensure that the performance is according to the plans outlined by top management. Based on this theory, SMA Syarif Hidayatullah takes corrective steps, namely by evaluating last year and then adjusting to existing developments and facilities to determine future strategies, conducting a School Self Evaluation (EDS) once a year which the Madrasah Development Team carries out, Madrasah look for failures or obstacles to the activities carried out, then look for solutions, and take action to implement the agreed solutions and carry out programming. The researcher considers that each movement must have deficiencies. Therefore improvements are needed in each activity to overcome these deficiencies so that they are by the plans that have been set.

The evaluation process is critical to improving the quality of education at Syarif Hidayatullah High School. Every day there must be repairs. There must be a quality system as a reference for improvement. The system includes organizational structure, responsibilities, procedures, processes and resources to carry out education quality improvement strategies.

CONCLUSION

Based on the presentation of the results and discussion of the research above, it can be concluded that strategic management in improving the quality of education at Syarif Hidayatullah High School includes various activities carried out, namely:

1. Strategic planning in improving the quality of education at Syarif Hidayatullah High School includes several activities carried out, namely developing a vision, mission and goals, identifying internal and external factors through SWOT analysis techniques, short, medium and long-term planning, and determining superior strategies in improving the quality of education. Strategic planning in improving the quality of education at Syarif Hidayatullah High School is carried out collectively by all madrasah stakeholders, which include the Head of Madrasah, Deputy Head of Public Relations, Deputy Head of Curriculum, Deputy Student Affairs, Teachers, and Madrasah Committees.
2. Implementing strategic management in improving the quality of education at SMA Syarif Hidayatullah includes the activities carried out, namely determining madrasah policies, motivating educators and education staff, allocating human resources, and developing madrasah culture. The results of the implementation of strategic management produced at Syarif Hidayatullah High School are increased human resource performance, effective learning processes, student achievement, student competency standards, and high societal attractiveness.
3. Evaluation of strategic management in improving the quality of education at Syarif Hidayatullah High School includes several activities, namely monitoring all the results of activities from strategic management planning and implementation, measuring individual and madrasah performance, and taking

corrective steps. The evaluation process becomes crucial to improve the quality of education. Every day improvements are made based on the quality system as a reference. The system includes organizational structure, responsibilities, procedures, processes and resources to carry out education quality improvement strategies.

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