

STRATEGY MANAGEMENT OF BOARDING SCHOOLS TO IMPROVE THE QUALITY OF SUPERIOR AND COMPETITIVE GRADUATES (RESEARCH AT SMPIT AL-BINAA BEKASI AND INNOVATIVE MTs DAARUL IHSAN CIMAHI)

AEP SAEPUDIN¹, IIM WASLIMAN², NANDANG KOSWARA³ and
RICKY YOSEPTRI⁴

^{1,2,3,4} Universitas Islam Nusantara Bandung.

Email: ¹ aepsaepudin@uninus.ac.id, ² iimwasliman@uninus.ac.id, ³ nandangkoswara@uninus.ac.id,

⁴ rickyioseptri@uninus.ac.id

Abstract

This research is motivated by the phenomenon that the quality collegiate of Boarding schools is still low because the principal and stakeholders management has not implemented management as a whole. The purpose of this study in general is to describe and analyze the strategic management of school principals and stakeholder's management in improving the quality collegiate of Boarding schools. Specifically to describe and analyze (1) Environmental Analysis, (2) Strategic Planning, (3) Strategic Implementation, (4) Strategic Evaluation, (5) Barriers, and (6) Solutions. The research approach used is qualitative, with a case study method. Data was collected through observation, interviews, and documentation studies. The theory that supports this research is the Grand theory of strategic management from J David Hunger dan Thomas L Wheleen, Middle range theory of integrated quality management, and Operational Theory of quality theory from Arcaro. The results showed that in particular the principal's and stakeholders management strategic in improving quality collegiate of Boarding School, namely: (1) Strategic environmental analysis begins with using SWOT analysis (Strength, Weakness, Opportunity, and Threat), to analyze the factors of strength, weakness, opportunity and threat. (2) The principal's strategic planning in improving the quality collegiate of boarding schools is carried out by formulating the vision, mission, objectives, collegiate school quality targets, strategies and policies. (3) The strategic implementation of school principals and stakeholders in improving collegiate school quality is contained in the 8 SNP development program, budget and procedures. (4) The strategic evaluation of school principals and stakeholder in improving collegiate school quality is carried out programmatically through monitoring and evaluation activities, school self-evaluations, accreditation and performance evaluations (5) Obstacles in the strategic implementation of school principals and stakeholder to improve collegiate school quality are related to barriers to culture, structure, vision and mission managerial, human resources, facilities and infrastructure and financing (6) Solutions to overcome problems in implementing strategic management to improve collegiate school quality through the development of school culture or culture with 6 value systems (theological, logical, physiological, ethical, aesthetic and teleological). The results of the study generally indicate that the principal's and stakeholder strategic management in improving the collegiate quality of Boarding Schools has been implemented, but has not yet provided an optimal impact.

Keywords: Strategic Management, Boarding School, Collegiate Quality.

INTRODUCTION

The formulation of education according to the education system law reminds people of education how important it is to make education a pillar in developing humans into people with

divine and scientific character. The divine character in question is an educational person who has strong aqidah and spiritual depth in carrying out his duties, while a scientific character is a professional educational person who has sensitivity and acts in accordance with the duties and mandate he carries to prepare the next generation of the nation's children who are superior and competitive, who technologically literate and ready to compete in the era of digital disruption, this is the challenge for education today and in the future. In the current era of globalization, every country is required to continue to improve the quality of education, because only a nation with superior educational quality will win global competition, and superior human resources are the result of superior educational quality as well. Fombad stated that only by being given quality education will the youth of a nation be productive and able to compete and face challenges in their own field of work and will win competition at the national and global level (Fombad, 2018: 123). To address the challenges above, creating high-quality education is something that really needs to be paid attention to and done immediately. Quality education is education that can provide benefits and provide innovation and positive change for education users. As Juran (2010: 84) conveys the concept of quality, Juran defines Quality as Quality is Fitness for Usage. Where quality is the suitability of the user or customer. Based on this concept, quality in education is conformity with the needs of education users to produce superior and competitive educational output.

To implement these regulations, every educational institution is given extensive opportunities to create creativity and strategies to achieve quality education. Of course, efforts have indirectly decentralized education in Indonesia. This decentralization of education is an excellent opportunity to increase educational democracy in Indonesia, freedom of learning, and to improve the quality of education. With this decentralization, schools are free to innovate in presenting the ideal quality of educational institutions in accordance with National Education Standards (SNP), Graduate Competency Standards (SKL) and national education delivery system laws. The problems that still occur in the world of education in Indonesia are related to the inadequate professionalism and competitiveness of education management. This is indicated by the still weak competitiveness of graduates and the competitiveness of educational institutions amidst global competition. The government must work hard again to be able to catch up with our country in the global era of competition in the field of education to improve the quality of Indonesia's human resources, where in increasing the competitiveness of human resources there must be an increase in the quality of education, improvement of the quality of education and development of the potential of every child of the nation by new ideas, with new innovations and educational technology approaches.

As an institution providing educational services, boarding schools are required to provide the best quality services in accordance with the expectations of parents and students. Boarding schools as according to S. Makhmudah (2013: 5) that the meaning of the Boarding School Program is one of the programs that is currently popular in Indonesia, especially Islamic-based schools, the program is implemented based on the curriculum from the Ministry of National Education along with an agreement with The foundation was designed and developed by providing dormitories for its students to stay, so it is known as the boarding school program. Boarding schools can also be defined as schools that provide dormitories for residence and a

place to educate their students for a certain period of time. A school that has boarding school management usually requires its students to live and be educated in the dormitory according to the specified time (Hendriyanti. 2014: 208).

The more specific and identical problems of boarding schools are classic problems, including:

- 1) They are still not managed professionally,
- 2) There is a dichotomy between school teachers and boarding (care) teachers,
- 3) There is no standard care curriculum,
- 4) There is still a lack of infrastructure, especially technology such as CCTV, which is important in monitoring student activities in dormitories.
- 5) Screening of educational staff is still weak, which causes deviant behavior to persist in dormitories such as violent behavior, bullying, sexual harassment and so on.

The problems that exist and have no solution at this time in boarding schools are:

- 1) The lack of competence of the task holders in managing the implementation of the school's vision and mission.
- 2) There is a lack of synergy and synchronization regarding the management of the school and the hostel.
- 3) The school does not yet have a school development master plan (RIPS), strategic plan and integrated operational plan.
- 4) Students' educational background is not yet standardized.
- 5) Lack of communication between the school committee and the school which causes a gap between parents' expectations and the reality of the quality of boarding schools.
- 6) Apart from that, there is also no standard curriculum specifically for boarding schools.

The research location was chosen at boarding schools in Cimahi City and Bekasi City which have superior quality, namely SMP IT Al-Binaa Bekasi and MTs Inovatif Daarul Ihsaan Cimahi City, both schools have the same advantages:

- 1) In terms of the number of students at both schools it is the largest boarding school in the city
- 2) In terms of infrastructure the two schools are representative
- 3) They both excel in official olympiads at the Ministry of Education and Culture and the Ministry of Religion
- 4) Both integrate the Islamic boarding school and school curriculum
- 5) Have different curriculum and cultural characteristics, SMPIT Al-Binaa tends to have a puritanical religious culture whose affiliation is closer to Salafi or Persis and MTs Innovative Daarul Ihsan has a traditional religious culture that tends to be affiliated with NU.

This research was conducted to find realizations related to strategic management formulation, strategy implementation and strategy evaluation. The findings of this research show that in improving the quality of graduates, apart from consistently implementing strategic management, there are also aspects of sustainability of performance and improving the quality of graduates. Continuous quality improvement serves as a step to overcome the quality problem of low-quality education graduates who rely on conventional approaches. It is also important and determining how quality leads educational institutions to also implement Total Quality Management (TQM).

METHOD

This research uses a qualitative method with a phenomenological approach which according to Creswell (in Sugiono, 2004: 87) is a type of qualitative approach where in this type of approach the researcher makes observations on participants to find out the phenomena that occur in the participants' lives. This is done as a form of data collection by researchers which is then processed to find the meaning of what the participants have expressed.

The research that will be carried out uses a descriptive study method, namely describing educational activities at the IT Al-Binaa Middle School Bekasi Boarding School and Daarul Ihsaan Innovative MTs Cimahi City. To obtain comprehensive and in-depth data, several data collection techniques are needed. In this research, there are several data collection techniques that will be used, namely:

- 1) Observation,
- 2) Interview,
- 3) Documentary Studies, and
- 4) Tringulation.

Meanwhile, the data sources in this research include all people involved in educational activities at the Boarding School, SMP IT Al-Binaa Bekasi and MTs Innovatif Daarul Ihsaan, Cimahi City.

RESULTS AND DISCUSSION

a. Strategic Environmental Analysis

Internal environmental analysis (ALI), consists of elements of strengths and weaknesses that exist within the school organization, but are not within the short-term control of top management. These variables shape the atmosphere in which work is carried out, including the structure, school culture, and school organizational resources.

Environmental studies (analysis) at SMP IT Al-Binaa and at MTs Innovatif Daarul Ihsan were carried out as a basis for preparing the Medium Term Work Plan (RKJM) and Long Term Work Plan (RKJP). Identify and then review the level of performance that has been achieved as material for preparing future work plans. In general, the principles of strategic management in

the internal and external analysis steps have been applied and provide superiority to the work program, because the work plan prepared has been adjusted to developments occurring in the environment around the school. Environmental influences are managed so as to maximize the performance improvement of boarding schools. The purpose of environmental analysis is to recognize the organization's internal strengths and weaknesses and understand the organization's external opportunities and challenges, so that the organization can inspire change efforts that must be carried out in the future.

b. Strategic Planning

Strategic Planning is the development of long-term plans for the effective management of environmental opportunities and threats, in light of the strengths and weaknesses of the school organization. Strategic planning includes determining the mission, determining strategy development goals, and establishing policy guidelines. Based on the concept of strategic management, strategy will maximize strengths and opportunities, and minimize weaknesses and threats. Strategy is a comprehensive planning formulation about how a school can achieve its vision, mission and goals. Strategy is a systematic effort to achieve goals. The application of strategy in boarding school management is how the school's mission is consistent with the school's goals, objectives and work programs which are visible in the work program and can work in synergy with the care in the boarding school. Without a strategy, a school institution will not be sure how to take advantage of new opportunities. The strategy should be based on customer groups and their expectations. By developing policies and plans that can lead the school to achieve its vision and mission.

From the description above, it shows how important strategic planning is based on environmental analysis studies. SMP IT Al-Binaa and MTs Innovatif Daarul Ihsaan have made strategic plans containing vision, mission and goals, but have not met customer expectations, namely the realization of school quality and graduate quality as stated above.

c. Strategic Implementation

Strategic implementation is the process by which management puts strategies and policies into action through the development of programs, budgets and procedures. A program is a statement of the activities or steps required to complete a plan within a certain period, where the program will involve school restructuring, changes in school culture or the start of a new research venture. (Hunger & Wheelen, 2013:17). The strategic implementation of boarding schools in improving the quality of school graduates at SMP IT Al-Binaa Bekasi and MTs Innovatif Daarul Ihsan Cimahi is the subject of research, namely the process in which top management improves its strategies and policies in action through the development of programs, budgets and procedures. The facts show that the implementation is adapted to the situation and conditions of the school. A program is a statement of activities or steps required to complete planning, as a strategic orientation action. The program is a response to reality, changing attitudes, values, knowledge and skills of existing human resources in a better direction with flexibility according to needs. The policies taken to improve school quality refer to the strategic objectives of developing 8 SNPs and 3 SKLs based on 6 life value systems.

d. Strategic Evaluation

Evaluation is a process in which all activities that have been undertaken and carried out by the school are monitored and performance assessed to be compared with the desired performance. The school principal will use performance results information to take corrective action and solve problems. Evaluation is the main final element of strategic management, it can also pinpoint weaknesses in previous strategic implementations and encourage the entire process to start over. In relation to performance development, evaluation is carried out through:

- (1) Academic Supervision,
- (2) Teacher Performance Assessment (PKG) and
- (3) Follow-up after Analysis will be used as input for the next strategic plan (cycle).

The quality of the schools in the two schools that were the subject of the research has been reflected in the planning, implementation, as well as supervision and assessment that developed the program so that the 8 (eight) National Education Standards (SNP) criteria and 3 SKL criteria were met. With the various achievements he has achieved both in the academic and non-academic fields at the district, provincial and national levels, even at Al-Bina IT Middle School, he has many achievements at the international level, the school has the title of "A" accreditation, and shows service in the form of process improvements and satisfaction to its customers. .

The facts from research at SMP IT Al-Binaa Bekasi and MTs Inovatif Daarul Ihsan Cimahi show that: First, in order to provide customer satisfaction, the school has prepared plans in the form of vision, mission, goals, targets, strategies and policies, has implemented development programs 8 SNP and 3 SKL criteria, financing and work procedures, carry out evaluation. Second, the involvement of all boarding school residents as a solid working team in implementing the program. Even though there are still personnel who don't care and are less updated on developments in science and technology,

Third, the basic capabilities of potential human resources (educators and educational staff) continue to be improved and have met the minimum requirements in terms of qualifications and work experience. Fourth, the work program is implemented realistically regarding curriculum development which is reviewed once a year at the beginning of each school year. Fifth, supervision and assessment of work programs is carried out systematically, periodically and continuously, so that supervision can provide added value for school development. The results of supervision and assessment are reported as evidence of accountability to students, parents, the community and government regarding the implementation and results achieved by the school, either in the form of manuals or applications that have been developed through the school management information system. Sixth, there has begun to be coordination and communication with the caretakers in the dormitory, among which problem solving has been created regarding the discipline of students in the dormitory so that it does not hinder the school program.

e. Strategic Management Barriers

Efforts to improve school quality are not as easy as turning the palm of your hand. In theory, these barriers can be in the form of boarding school cultural barriers, work culture barriers, structural barriers, vision and mission barriers, and also managerial barriers. Boarding school culture, work culture, structure, vision and mission, and managerial barriers are still not constant and not evenly distributed. Lack of ICT mastery for teachers and employees is also an obstacle in implementing strategic management of boarding schools in improving school quality in the two schools studied.

Strategic management of boarding schools in improving the quality of school graduates if applied with six value systems, especially aesthetic values, namely harmony, that educators must be good models or role models and be harmonious outwardly, verbally and in their behavior, so that students will emulate their figure. Apart from that, being able to apply logical values, namely thinking, boarding school residents are able to understand the development program of 8 national education standards and 3 SKL criteria so that in the end they have critical reasoning, think and try to understand every school program. In improving the quality of boarding schools, principals use and have a teleological value perception that their life and knowledge will always benefit many people and will be a provision for the afterlife. Always work hard, work smart, work thoroughly, and work sincerely.

f. Solution Overcoming The Obstacles Faced

The two schools that are research subjects try to build the commitment of all boarding school residents in improving quality, orienting towards customer satisfaction, increasing cooperation between school leaders and the boarding care team, teachers, school committees, parents of students, and the community who care about education, avoid the slightest mistakes, make improvements and be sustainable. With the hope that quality boarding schools can be realized, the system can be perfected by providing customer satisfaction and can equip graduates to be able to compete at higher levels of education. The application of strategic management with an integrated quality management principle approach can improve school quality if it is accompanied by improving the performance of school administrators. The implication of this is that it can improve the quality of student graduates who are superior and competitive, where they as customers must be served as well as possible, which in the end can produce quality and competitive graduates.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results, it shows that in general the strategic management of boarding schools in improving the quality of superior and competitive graduates at 2 (two) Al-Binaa Bekasi IT Middle Schools and Daarul Ihsaan Innovative MTs Cimahi City has been implemented in accordance with management functions, national education standards, standards graduation competency and in accordance with the six value systems, but it has not had an optimal impact because it is still constrained in terms of internal factors.

The results of this research provide recommendations to:

- a. For supervisors of SMP and MTs, namely the Education Office and the Ministry of Religion, the results of this research can be used as input in order to improve the quality of boarding school graduates at the junior high school level which are under the coordination of the Education Office.
- b. For the School Committee, the results of this research can be used as input and study to optimize the strategic management of boarding schools in improving the quality of graduates who are superior and competitive.
- c. For school principals, the results of this research can be used as information and consideration for making decisions in realizing superior and competitive quality of school graduates. In strategic implementation with the development of the 8 SNP program and 3 SKL criteria, it should be consistently implemented, the budget used is right on target according to the RKAS, recorded, reported, implementation of activities is based on SOP, not outside the applicable provisions. Management of boarding schools should remain focused on school quality, namely providing excellent service through work performance, work culture, work discipline, so that they can improve service to satisfy customers.
- d. For teachers, the results of this research should be input for improving performance so that it is more creative, innovative and productive. Teachers are expected to actively participate in environmental analysis activities, strategic planning, strategic implementation, supervision and internal assessment of the school, coupled with work culture, work performance, work discipline and a solid work team, then the implementation of strategic management by school principals can improve the quality of school graduates superior and competitive boarding and realizing educational goals.
- e. For dormitory care management, the results of this research can be input for dormitory management because problems in the dormitory will have an impact on the school, and vice versa, if there are problems at school it will automatically impact the stability of the students in the dormitory, because after all the guardians The dormitory is like the position of parents in a public school, where good communication between both parties, namely the school and the dormitory, will support each other in making the programs of both parties a success.
- f. For other researchers, the results of this research can be used as input for conducting further research. The strategic management research of school principals is so important in improving quality schools, it must be supported by a school principal who has competence and a high commitment to improving quality. It is necessary to carry out further and in-depth studies regarding the strategic management of boarding schools in improving the quality of superior and competitive graduates in the two loci, namely Bekasi Regency and Cimahi City.

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