



MANAGEMENT STRATEGY OF HEAD OF MADRASAH IN IMPROVING THE QUALITY OF GRADUATES AT MA HIDAYATUL MUBTADIIN JATI AGUNG, LAMPUNG SELATAN DISTRICT, ACADEMIC YEAR 2021/2022

¹ Andri Munawar, ² Andi Warisno, ³ Taqwatul Uliya, ⁴ Nurwidi Astuti

^{1,2,3,4} Islamic Institute of An Nur Lampung, Indonesia

Email : ¹andrimunawar01@gmail.com, ²andiwarisno75@gmail.com, ³taqwatul@an-nur.ac.id,
⁴nurwidiastuti485@gmail.com

Received: Oktober 2022

Accepted: November 2022

Published: Desember 2022

Abstract :

Education is one of the introductory factors to become a developed country. A good educational process can produce quality graduates, for this reason, leaders who are able to manage madrasahs are needed so as to make competent outputs that are ready to face the times. Each leader certainly has his own thoughts and strategies in building a civilization in a madrasah. This study aims to find out how the Management Strategy of the head of the madrasah in improving the quality of graduates at Madrasah Aliyah Hidayatul Mubtadiin Jati Agung. In this study, qualitative research methods were used. Data collection methods are in the form of observation, interviews and documentation. Data analysis includes data collection, data reduction, and drawing conclusions. The results showed that the Strategy of the Head of Madrasah in Improving the Quality of Graduates at MA Hidayatul Mubtadiin Jati Agung, is: a) Making teamwork choose needs according to the vision and mission, b) Inviting external consultants / experts, c) Designing short-term, long-term planning following the vision, mission and objectives of the madrasah. d) Future oriented, e) Creating programs and making programs and policies, f) Re-checking and revising planning / checking and revision planning.

Keywords : *Management, Strategy, Head of Madrasah, Quality of Graduates.*

PRELIMINARY

The quality of education to achieve one of the factors is how the madrasah principal steps in managing resources to maximize the process so as to achieve a satisfactory end result, with a well-directed and actualized strategy, the result is that the output that is formed will be very competent according to what has been targeted, to print the final result of a process, it is related to the components with one another. To get quality results, the slightest mistake must be avoided (Raharjo 2012).

The success of national education can be seen from several things including: The achievement of national education that has been determined, such as obtaining a satisfactory final grade, besides that cognitive, affective and

psychomotor aspects can get the intended value (Danim 2010) . so that there is a change in the behavior of students in accordance with religious spirituality, self-control, personality, intelligence, noble character, and the skills needed by themselves, society, nation and state (Uliyah 2021) .

The head of the madrasa in achieving certain targets cannot be separated from the name management, because management is the main foundation in implementing the strategy you want to use (Darmaji, Supriyanto, and Timan 2019) . Management is the process of planning, organizing, directing and supervising the efforts of members of the organization and the use of other organizational resources in order to achieve the set organizational goals (Warisno 2019) .

It is fundamental for an organization or institution to have a vision, a mission that is the target of achievement, to achieve the specified target, therefore there must be a series of processes, namely: program planning, program organization, program implementation and evaluation of program implementation in achieving the target to be achieved. achieve, namely in the quality of education (Latifah, Warisno, and Hidayah 2021) .

The quality of madrasah graduates is largely determined by the success of its leaders in managing and utilizing existing resources effectively and efficiently to achieve optimal results, so that in the end it will have an impact on achieving the goals of educational institutions and the expected changes in students (Walid 2008) . This is in line with the opinion of E. Mulyasa who said that the success or failure of education and learning in madrasahs is greatly influenced by the ability of the madrasah head to manage each component of the madrasa (*who is behind the school*) (Hidayah, Widiastuti, and Aslamiyah 2021) . Various studies have also proven that leadership factors play an important role in organizational development. A very important leader factor is the character of the leader (E. Mulyasa 2005) .

The madrasa principal's strategic management is the spearhead in order to produce quality graduates (Hasan et al. 2022) . Management Strategy for madrasah heads must be updated periodically continuously, in order to obtain input for evaluation and review in improving the quality of graduates (M.Pd 2016) .

MA Hidayatul Muhtadiin Jati Agung, according to the community's point of view, is superior in the field of skills, because this madrasa has been designated as one of several Madrasah Aliyah in Jati Agung, the special intracurricular program focuses on mastering life skills such as multimedia skills, grammar catering, cosmetology, but does not rule out being a MA with religious characteristics. One of the advantages of MA Hidayatul Muhtadiin Jati Agung is the specialization-based Islamic education curriculum which is well structured, because the madrasah has a team of curriculum makers in specializations. In addition, MA Hidayatul Muhtadiin Jati Agung is the reference MA in Jati Agung which has superiority, because since the beginning the specialization in MA Hidayatul Muhtadiin Jati Agung has been included in extracurricular activities.

This Madrasah was able to produce seeds of achievement from Jati Agung to the National. MA Hidayatul Muhtadiin Jati Agung provides for the realization of madrasa graduates who are "smart, akhlakul karimah, nationalist, skilled and innovative based on faith". Namely, intelligent which means having competence in science and technology so as to be able to increase graduates in Madrasah exams and have competitiveness in entering favorite state universities (SPMB). Akhlakul Karimah, Having a polite attitude and personality. Nationalist, has a national insight. Skilled, Have vocational skills as a provision to return to society. Innovative, Having high creativity and innovation. Faith, Making Islamic teachings and values the basis for patterns of thinking, behaving, and behaving in everyday life. Approximately 250 graduates of MA Hidayatul Muhtadiin Jati Agung in 2017-22 entered tertiary institutions through the SNMPTN, SPAN-PTKIN, SBMPTN, UM-PTKIN, MANDIRI pathways from approximately 383 grade 12 students. Their students were once representatives from the province Lampung to take part in the National Physics Competition in 2019.

Researchers can elaborate on the explanation described above, MA Hidayatul Muhtadiin Jati Agung has leadership and strategies in producing quality graduates, therefore, it is necessary to search deeper and systematically to find out in detail what programs are implemented in their madrasahs .

RESEARCH METHODS

This study uses a qualitative descriptive research method (Sugiyono 2017, 95) . Using data collection techniques in the form of observation, interviews, and documentation. This study uses primary data sources obtained through interviews and secondary data sources obtained through archives, files and photos of activities and other supporting data. Data analysis was carried out using several steps, including data collection, data presentation, and drawing conclusions. The informants in this study were the Madrasa Head, TU Staff, the Teacher Council, and Students. The research location was carried out at Madrasah Aliyah Hidayatul Muhtadiin Sidoharjo Jati Agung which is located at Jalan Pesantren No. 01 RT/RW 04/01, Sidoharjo, Jati Agung District, South Lampung Regency, Lampung Province .

RESULTS AND DISCUSSION

Strategic Management of Madrasah Heads in Improving Graduate Quality at MA Hidayatul Muhtadiin Jati Agung, South Lampung Regency

Based on the results of the research findings, it was stated that the concept of graduate quality planning was among the two madrasahs. There are similarities in how the concept of planning is developed, but the context is very different. Among the equations as follows;

- a. Create teamwork and choose the needs of the madrasah.

Here the head of the madrasah together with the teamwork identifies and formulates things that are a priority scale that must be met in improving quality. Educational goals and objectives must be well formulated and measurable because programs and needs in madrasahs must support and

encourage the achievement of the vision, mission and objectives of the madrasa.

MA Hidayatul Muhtadiin Jati Agung plans needs according to the vision of the skill organizer. The teamwork of MA Hidayatul Muhtadiin Jati Agung is to form a committee and be in charge of each planned program.

MA Hidayatul Muhtadiin Jati Agung in preparing the plan together made a teamwork consisting of the head of the madrasa, deputy head of the madrasa, teachers, administration and staff. This is in accordance with Chesswas theory, here the head of the madrasa together with the teamwork identifies and formulates things that become a priority scale that must be fulfilled in improving quality. Educational goals and objectives must be well formulated and measurable because programs and needs in madrasas must support and encourage the achievement of the vision, mission and objectives of the madrasa.

b. Inviting external consultants/experts.

MA Hidayatul Muhtadiin Jati Agung in planning the program for the next year invites expert consultants in their fields. MA Hidayatul Muhtadiin Jati Agung to prepare programs related to skills and the PDCI program, at the beginning of the program the head of the madrasa invited from the Ministry of Religion or other agencies to equip the human resources in MA Hidayatul Muhtadiin Jati Agung.

Inviting consultants as the theory put forward by Edward Sallis, consultants can be used for: first, consultants can provide initial advice and provide guidance and change the senior management team. Second, train skilled and raise the awareness of the staff. Second, being a great critic of institutional policies. Fourth, consultants are useful in preparing formal audits, assessments and evaluations.

c. Design short and long term planning

Short and long term according to the vision, mission and objectives of the MA Hidayatul Muhtadiin Jati Agung madrasa, of course, has its own distinctive vision and mission that makes the madrasa unique and different from the others. Institutionally, madrasah goals have differences according to the vision and mission to be achieved. In order not to deviate too far from the direction of the madrasa goals, in making the program it must be oriented towards the vision, mission and objectives of the madrasa. The program is made based on the vision, mission and objectives of the madrasa so that the effectiveness of achieving goals can be measured properly. The program created must be accompanied by a strategy for implementing it and a measuring tool to evaluate its achievement in implementing all programs that become program policies.

The formulated vision and mission reflect the expectations and things to be done by the organization. Through the goals that have been set, it can be described what things will be realized by an organization. As the theory put forward by J. David Hunger & Thomas L. Wheelen, namely the vision and mission of the madrasah are structured to distinguish one organization

from another and identify the range of organizational operations in realizing the 'product' offered and the 'market' it serves.

MA Hidayatul Muhtadiin Jati Agung designs short-term and long-term planning. That is, short-term planning is equally making lesson plans mandatory for every teacher, while the long term is more targeting graduates who have skills and can continue their fields of interest in tertiary institutions.

d. Future Orientation / Future oriented

Future oriented is planning that leads to the future, both are future oriented but the difference is that MA Hidayatul Muhtadiin Jati Agung is more about strengthening skills and academics.

According to Poole, Cooney, Nurmi and Green explained that every decision made starts to pay attention to the future such as future jobs, future education, and building a family. The concerns and expectations that are formed about the future, as well as planning to make it happen, is what is known as future orientation (OMD).

e. Making programs and determining policies/Making programs and policies.

The policies made by the head of the madrasa must be accompanied by a priority scale in their implementation so that they can be implemented properly and lead to the attainment of the vision, mission and objectives of the madrasa. It is this priority scale that will guide the academic community in implementing and developing a better and goal-oriented madrasah organization.

MA Hidayatul Muhtadiin Jati Agung designs programs that are prioritized in the future to support the success of the vision, mission and goals of the madrasa. The programs designed are as follows:

1. Improving the quality of teachers and human resources.

Teachers have a very important strategic role in carrying out each program developed in improving the quality of graduates. So that one of the MA Hidayatul Muhtadiin Jati Agung programs is to improve the quality of teachers and other human resources. Ahmad Fatah Yasin said that in developing educational institutions, HR participation occupies a strategic position as the main actor in carrying out various quality development programs in madrasahs/madrasahs.

2. Improvement of service quality and curriculum

Improving the quality of service planned by the head of the madrasa and all the resources available at MA Hidayatul Muhtadiin Jati Agung has a very significant impact on students and parents, because the parents of students are very satisfied if their children are maximal in studying at the madrasa.

Curriculum is one part of the education system that contributes to expediting the learning process. Wina Sanjaya explained that the curriculum is essentially a plan or a program of activities that is regulated and directed systematically by madrasahs to achieve goals.

The curriculum improvement program carried out by MA Hidayatul Muhtadiin Jati Agung is slightly different, but with the same

goal. The strategy formulated in this curriculum area adapts to the needs of students and teaching staff at each madrasah.

3. Improving the quality of learning

The learning process is the main activity of the madrasa. Madrasas have the freedom to choose strategies, methods and teaching and learning techniques that are most effective according to the characteristics of the lessons, students, teachers, and the condition of the real resources in the madrasa. In general, the right model is student-centered. meaning learning that emphasizes the activity of students, not the activity of the teacher. Therefore, active student learning methods, such as active learning, cooperative learning and quantum learning need to be applied. improving academic and non-academic quality Improving academic quality is carried out by MA Hidayatul Muhtadiin Jati Agung, namely to guide students to master the subjects taught by subject teachers in class. While improving academic quality is an activity carried out by teachers in fostering students in developing interests and talents according to what students have.

4. Improvement of facilities and infrastructure programs

Maximum learning and teaching also requires a conducive environment that is clean, safe and comfortable. So that they have a sense of belonging and pride in the school. To support the smooth running of the learning process, adequate facilities and infrastructure are needed. Not only in the learning process, management of facilities and infrastructure can also support all educational activities in madrasas.

5. Public relations program enhancement

As an educational institution that provides public services, madrasas will be confronted with interested parties. Sondang P. Siagian said that the larger the company or organization, the more complex the form, type, and nature of interactions that occur in dealing with internal and external parties. The program strategy in the field of public relations was formulated to bridge external parties with madrasahs.

6. Improvement of student programs

Student program strategies are structured to develop students' potential according to their interests and talents. As an educational institution, madrasas must carry out proper management so that they can provide provisions for students to continue their education to the next level and as provisions in facing the demands of the times. The student program compiled by MA Hidayatul Muhtadiin Jati Agung basically has the same focus, namely managing students. In its development, the programs and activities arranged were different for each madrasah.

f. Re-checking and revising the plan/check and revision planning.

MA Hidayatul Muhtadiin Jati Agung re-checked the lesson plan made by the teacher and re-checked the program planning made by the deputy head of the madrasa in the next year. With a regular mechanism according to

the RPP procedure made by the teachers, if you experience an error, it must be returned again for revision. In addition, the program proposed by the principal of the madrasa must be clear and directed. Because in this process it must be detailed when it will be implemented, what programs are and how much funding is needed.

CONCLUSION

Based on the discussion and analysis of the data it can be concluded that in instilling educational values at the Hidayatul Mubtadiin Islamic Boarding School Sidoharjo Jati Agung Islam through the art of hadroh, the Hidayatul Mubtadiin Islamic Boarding School uses several strategies through the art of hadroh namely prioritizing Rasulullah SAW as the messenger of Allah SWT, that way it will be more it is easy to move on to the next strategy if you already have the same perspective in the hadroh art group. The strategy that has been used in instilling Islamic educational values through hadroh art at the Hidayatul Mubtadiin Sidoharjo Jati Agung Islamic Boarding School has had a positive impact. Among them instilling an attitude of love for the Prophet, preferring the Prophet's prayers and poetry with religious and Islamic nuances than other music, can be an antidote to anxiety because of the longing for Rasulullah SAW, reducing the habit of saying harsh and dirty words, quality life can be seen from all something that is said from someone, then can emulate the noble attitude of Rasulullah SAW in everyday life. The obstacles in carrying out routine prayer activities are activities that last until late at night so that the students wake up later than usual or oversleep when they are about to carry out the obligatory prayers in the dawn congregation so that many are late, aka masbuk and some do not even pray dawn. So that many students are judged or punished. Because this is a problem or obstacle that needs to be overcome by carrying out activities with a certain time limit to avoid events that violate the rules of other mandatory activities.

BIBLIOGRAPHY

- Commander, Sudarwan. 2010. *Educational Innovation in Efforts to Increase the Professionalism of Education Personnel*. Bandung: Faithful Library.
- Darmaji, Darmaji, Achmad Supriyanto, and Agus Timan. 2019. "INTERNAL SCHOOL QUALITY ASSURANCE SYSTEM TO IMPROVE THE QUALITY OF GRADUATES." *JMSP (Journal of Educational Management and Supervision)* 3 (3): 130-36. <https://doi.org/10.17977/um025v3i32019p130>.
- E. Mulyasa. 2005. *Becoming a Professional Principal*. Bandung: Rosdakarya Youth.
- Hasan, Mustaqim, Andi Warisno, Nasruddin Harahap, and Nurul Hidayati Murtafiah. 2022. "Implementation of Integrated Quality Management in Improving Graduate Quality at SMP IT Wahdatul Ummah Metro City." *An Naba* 5 (2): 34-54. <https://doi.org/10.51614/annaba.v5i2.156>.
- Hidayah, Ainun, Nur Widiastuti, and Nurul Aslamiyah. 2021. "IMPLEMENTATION OF MADRASAH-BASED MANAGEMENT IN IMPROVING THE QUALITY OF GRADUATES IN MADRASAH

- ALIYAH HIDAYATUL MUBTADIIN SIDOHARJO VILLAGE, JATI AGUNG SUB-DISTRICT, LAMPUNG SELATAN." *JOURNAL MUBTADIIN* 7 (02): 1-15.
- Latifah, Ami, Andi Warisno, and Nur Hidayah. 2021. "LEADERSHIP OF THE MADRASAH HEAD IN IMPROVING THE QUALITY OF GRADUATES IN MA NURUL ISLAM JATI AGUNG. " *MUBTADIIN JOURNAL* 7 (02): 70-81.
- M.Pd, Elfrianto. 2016. "Management of Human Resource Training in Improving Graduate Quality." *EduTech: Journal of Education and Social Sciences* 2 (2). <https://doi.org/10.30596/edutech.v2i2.596>.
- Raharjo, Patience Budi. 2012. "Evaluation of Education Quality Trends in Indonesia." *Journal of Educational Research and Evaluation* 16 (2).
- Sugiyono. 2017. *Educational Research Methods, Quantitative, Qualitative and R & D Approaches* . Bandung: Alfabeta.
- Uliyah, Taqwatul. 2021. "PATTERN OF EDUCATION IN ISLAM IN THE TIME OF THE RASYIDIN KHULAFUR." *JURNAL AN-NUR: Study of Educational and Islamic Sciences* 7 (01): 216-29.
- Walid, Muhammad. 2008. "MADRASAH/SCHOOL HEAD MANAGERIAL SKILLS IN INCREASING THE QUALITY OF GRADUATES." *Madrasa: Journal of Basic Education and Learning* 1 (1). <https://doi.org/10.18860/jt.v1i1.1858>.
- Warisno, Andi. 2019. "DEVELOPMENT OF HUMAN RESOURCES IN INCREASING THE QUALITY OF GRADUATES IN ISLAMIC EDUCATIONAL INSTITUTIONS IN THE DISTRICT." *Riyayah: Social and Religious Journal* 3 (02): 99-113.