

THE STRATEGY OF PRINCIPALS IN DEVELOPING THE SCHOOL QUALITY: A CASE STUDY AT INTEGRATED ISLAMIC ELEMENTARY SCHOOL

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Abstrak. Sekolah yang bermutu adalah harapan dan permintaan semua mitra pendidikan. Semua orang tentunya ingin mencari informasi dalam organisasi yang memiliki kualitas hebat. Atas dasar pemikiran ini, sekolah atau organisasi pendidikan harus memiliki pilihan untuk menawarkan dukungan dan mutu yang hebat agar tidak menyerah dan siap bersaing dengan sekolah lainnya. Penelitian ini bertujuan untuk menggambarkan strategi kepala sekolah dalam mengembangkan mutu pendidikan sekolah dasar islam unggulan di SD Islam Terpadu Iqro Karangploso Malang. Jenis penelitian ini menggunakan metode kualitatif. Pengumpulan data dilakukan melalui observasi, wawancara dan dokumentasi. Hasil penelitian ini menunjukkan bahwa strategi kepala sekolah dalam mengembangkan mutu pendidikan meliputi; 1) merumuskan rencana dengan merumuskan visi, misi jangka pendek dan tujuan jangka menengah (4 tahun); 2) menerapkan strategi dengan meningkatkan disiplin, meningkatkan hasil UN, melakukan kegiatan ekstrakurikuler, menjalin kerjasama dengan masyarakat.

Kata kunci: Strategi Kepala Sekolah; Mutu; Pendidikan.

Abstract. *Schools Quality is the hope and demand of all education partners. Everyone wants to find information in organizations that have great quality. Because of this, schools or educational organizations should have the option to offer great support and quality so as not to give up and be ready to compete with other schools. This study aims to illustrate the principal's strategy in developing the quality of Islamic elementary schools in Integrated Islamic Elementary School of Iqro Karangploso Malang. This type of research uses qualitative methods. Data were collected through observation, interviews, and documentation. The results of this study indicate that the principal's strategy in developing the quality of education includes 1) formulating a plan with a vision, short-term mission, and medium-term goals (4 years); 2) implementing strategies by increasing discipline, increasing students national exam results, conducting extracurricular activities, establishing cooperation with the community.*

Keywords: *Principal Strategy; Quality; Education.*

A. INTRODUCTION

The education crisis of Indonesia is experiencing has made many people nervous and educational institutions as the place of implementation. The weak level of thinking of a student is the biggest challenge for a manager of education. Therefore, educational institutions are required able to create the right educational program so that students gain knowledge as a whole so that learning becomes meaningful, they can understand knowledge through direct and real experience. Low-quality education can be reflected in the results of the national student examination. To date SMP/SMA levels have not shown significant results in all fields of study, even arguably not consistent from year to year, only a few schools that experience changes are very small. According to Rahmad (2017), the more continuation of science, technology, and culture, the higher is the provider of education services that its presence is an absolute necessity of society today. From the results of observations made by researchers at Integrated Islamic Elementary School of Iqro Karangploso Malang, it is one of the first Islamic elementary schools integrated with Karangploso which began to develop the quality of

education it has proven that until the last five years the number of students has increased and high public interest in sending their children to school. It is also received a lot of achievements every year from various competitive events in the academic field as nonacademic both at the subdistrict level and at the district level. Looking at the data above, it can be further analyzed against the strategy that the principal uses in improving the quality of education in schools. So it's important to learn.

And then, a network or organization has goals that it wants to achieve together. For a manager to achieve goals, vision and mission are not easy. Because leadership is a step that greatly influences a process or action in achieving the desired goal. According to Andang, (2014), a leader must have the ability to influence and encourage children to be willing to work by applicable laws for that purpose desired can be achieved as expected.

Strategy is the key to the success of a network to achieve its goal wanted because a program would not be successful without a strategy, because that strategy is the first step that must be owned by a leader in achieving goals. A great leader will not be able to make happen the goal if he does not have a good strategy. Leadership shouldn't rely on their abilities but must have a deep strategy lead. Mulyasa (2012), argues that strategy is related to establishing a decision to direct the goals the organization wants outreach out.

Strategy is a tool to achieve final goals in a network, however, strategy is the most important aspect of the organization. In determination, the strategy requires a commitment within the organization, because members of the organization are responsible for the success of an end goal. Because of this, we can understand that educational leadership strategy is an activity in decision making and formulating strategies for achieving mutually agreed goals.

Talking about the quality of education, there are three main aspects that schools must have regarding quality, in the law of national education system number 20 of 2003, namely:

1. Competence
2. Accreditation
3. Accountability

According to Philip B, quality is following the requirements or standardized, namely according to the quality standard already is the level of intelligence of the nation's life that can be achieved by the national education system.

B. METHOD

The approach adopted by researchers is qualitative. This qualitative objective is to determine the perspective of social events participants. Participants are objects or someone who are invited to interviews, observations, providing data and information, and opinions.

This research is carried out through investigation and observation of all objects searched by revealing all the facts that existed at the time of the study take place. The type of research used is a case study design that seeks to examine as much data as possible about the subject under study. Case study research according to Hancock, et.al (2006) case studies are research that focuses on objects and is done thoroughly and deeply. In this study, researchers focused on the principal's strategy in improving the quality of education in the Integrated Islamic Elementary School of Iqro Karangploso Malang. The data source that we got is sourced from school principals and teachers.

The method of collecting data in this study was the researcher immediately jumped in spaciousness to obtain accurate data and is needed immediately. The data collection techniques that researchers use are:

1. *Observation* is a data collection technique that has specific characteristics that were compared with other techniques, with observational data, we do not get from the interview, namely looking at the situation and situation in place of the research.
2. *The interview* is a data collection technique if the researcher wants to do a study preliminary to find problems that must be researched. In this study, researchers chose a structured interview for the sake of its direction in the interview and to make it easier to collect data and information needed.
3. *Documentation*, in this documentation technique the data that we can get during research, namely institutional files, among others, photos of infrastructure, data educators and education participants, and other documents that support research.

C. RESULTS AND DISCUSSION

After conducting a case study at the Integrated Islamic Elementary School of Iqro Karangploso Malang, the researcher get an idea that there are several strategies carried out by the principal of Integrated Islamic Elementary School of Iqro Karangploso Malang in improving the quality of the school. From the results of the researcher's interview with the principal named Suwanan, S.Pd. and several teachers on March 12, 2020, the strategy the headmaster had implemented schools in improving the quality of Integrated Islamic Elementary School of Iqro Karangploso, among others are as follows.

1. **Compiling School Planning and Development**

School development planning needs to be formulated, both in the long term, medium-term, and short term. The long term can be formulated in a strategic plan, which includes vision, mission, objectives, policies, strategies, and programs for 5-10 years. Medium-term includes strategies and programs that will be realized within 3-5 years. Shortterm includes programs that are compiled and realized each academic year. According to Mulyasa (2012) states that good planning requires involving all stakeholders in schools, such as the headmaster, teachers, students, supervisors, members of the committee schools, and education boards.

The data that researchers get is to improve the quality of education integrated Islamic Boarding School of Iqra, the first time the headmaster did planning and school development carried out at the beginning of the school year by involving teachers and school committee (results of interview with headmaster, on March 12th, 2020). School planning and development are contained in the vision, mission, and short-term goals (1 year) and medium-term goals (4 years) (study documentation of the formulation of vision, mission, and school goals displayed on the wall of Integrated Islamic Elementary School of Iqra).

2. **Strategy Implementation**

Increase the discipline of all school members, both students and personnel educators, and education staff. The headmaster emphasized in the absence of discipline, the program that has been planned will not be implemented well (results of interview with headmaster on March 12nd, 2020).

Researchers observed about the discipline of the school, it turned out that in this elementary school with high discipline because none of the teachers and employees were found who came late to school (list document study of teacher and staff attendance in Integrated Islamic Elementary School of Iqra, on March 12nd, 2020). From the results of interviews with researchers who did it to some students on March 12nd, 2020, they said that none of the teachers are late for class when the bell is displayed sign in already rang.

Likewise with students, based on observations researcher did not have students who were late in the class when the bell was on the sign-in already rang.

This is in line with Mulyasa's (2012: 79) statement in realizing effective schooling can be done through increased discipline. Research by Moedjiarto (1990) revealed that the characteristics of order and discipline in school have a significant relationship with learning achievement.

3. Improving National Examination Results

The headmaster (interview Result on March 12nd, 2020) explained to prepare students for the National Examination (UN), which was held in cooperation between field teachers, and simulations were held several times. At the beginning of the new school year, the headmaster recommends the teachers in the field of study to make a description of the material under the Graduates Standard (SKL) indicator of the subjects to be tested, as well as the teacher, must make examples questions according to the SKL indicator. It is prepared for one semester.

The data that researchers get, with teamwork in the process of learning that has been implemented in Integrated Islamic Elementary School of Iqro Karangploso, the results of the national examination in elementary school has increased with a proud value. The researcher found many achievements in both academic and non-academic fields were achieved by the elementary school and also other advantages, such as completeness of the study room, the media used, organizational structure, the space school headmaster, teacher assembly rooms, regular employees, and the school environment comfortable, clean and neat

This is in line with the classical new theory which assumes that an organization must have cooperation, so organizational management just prioritizes social needs and self-actualization which will affect on an increased sense of belonging, responsibility, and creativity (Makbuloh 2011: 41).

4. Organizing Extracurricular Activities

Extracurricular activities are very important because they can explore and see the interests, talents, and abilities of students. With extracurricular activities, students can also improve discipline and foster a sense of responsibility if there are school assignments assigned to them. The extracurricular activities held at Integrated Islamic Elementary School of Iqro Karangploso is *tahfidzal*Quran which is very attractive to participant students and became the flagship program of the school, the scout extracurricular mandatory, football, archery, coloring, music, dance, and so on. Interview results time with the studies conducted by Kurniawan and Karyono (2011) regarding extracurricular activities as a vehicle for character building students in a school education environment, stating that extracurricular activities are programs chosen by students based on their talents, interests, and uniqueness to reach achievements that are meaningful for oneself and their future.

5. Collaborating with School Citizens, Committees, Student Guardians, Graduates, and Relevant Institutions.

Establishing good cooperation with teachers, school committees, guardians of students, graduates and relevant institutions are the keys to the success of an institution's education, the headmaster emphasizes that no matter how great a principal leader if there is no good cooperation with people around it the result is zero. Without good cooperation and program to achieve school goals will not be achieved (results of interview with the headmaster on March 12nd, 2020).

The results of the researchers' interviews with the committee and several parents of students (March 12nd, 2020) put forward whatever programs will be implemented at

Integrated Islamic Elementary School of Iqro Karangploso, the headmaster always asks for input and suggestions from the committee and parents of students. The committee and parents always provide support for whatever programs are held at the school while the programs are for the kindness and progress of students.

This is in line with the opinion of Mulyasa (2012: 74), school relations with society in essence is a very means to play a role in fostering and developing the personal growth of the participant's students at school. In this case, the school as a social system is part integral to the larger social system, namely society. School and community have a close relationship in achieving school goals education effectively and efficiently

6. Evaluation of Program Implementation

Conducting the evaluation can determine the obstacles faced by schools carrying out the program that has been determined. Based on research data get no problem is so significant that it could progress of Integrated Islamic Elementary School of Iqra. With high-interest communities sending their children to elementary school, the number of students in elementary school is increasing every year, this also affects the acquisition of government aid funds increases every year. Because the funds are adequate then all school programs can be implemented properly without must request donations from the student's guardian or school committee. Resistancefaced by these elementary schools, namely the absence of religious facilities. But the headmaster with creative school members can use multipurpose rooms for religious activities (results of an interview with one teacher on March 12nd, 2020).

Based on the data that the researchers found, it can be understood that elementary school is an elementary school that always improves the quality of education through various ways strategies undertaken by the headmaster. Even though it found a few obstacles wrong only limited area or inadequate school area however does not affect improving the quality of the school.

The research that supports the results of this study is related to improving the quality of education is Subadio (2012), who concludes that efforts to improve the quality of education through the application of management school-based primary and secondary education in Banten stated that there was MBS's contribution to the achievement of the national examination on primary and secondary education in Banten.

Then the findings of Irani (2011), the results of his research show that the strategy implementation at Public Senior High School 10 of Fajar Harapan was carried out through activities of the internal and external environment of the school which is described through the school's organizational structure, teamwork, and distribution of school assignments, days and study time, financial assets, curriculum, school promotions, student admissions new, school culture, code of ethics, school policies, the existence of the environment geographical, demographic, cultural environment and societal appreciation, regulation government, development of science and technology, committee involvement schools, partner institutions, graduate and strategic implementation in an effort meet national education standards.

Furthermore, Suhardan's (2007) research found that this has happened by increasing the awareness of the principal to improve quality learning by activating professional supervision. Professional supervision is successful in influencing teachers. Improve quality learning to give birth to teaching-learning satisfaction, commitment stronger, and a more effective workforce.

D. CONCLUSION

The development of school quality is the most important thing in fulfilling community needs regarding education, therefore a headmaster must have a good leadership strategy for quality development goals education in these schools can be achieved. As for the chief leadership strategy schools that are implemented by the headmaster of the Integrated Islamic Elementary School of Iqro Karangploso namely: 1) compile school planning and development by formulating a vision, mission, and short term goals (1 year) and medium-term goals (4 years); 2) implementation of strategies by increasing discipline, improving exam results national, holding extracurricular activities, establishing good cooperation with committees, guardians of students, alumni, and nearby government agencies; 3) constraints faced by the principal in implementing the educational strategy limitation or minimal size of the school which incidentally is in the middle residential areas making it difficult to expand.

Even so, the principal at the school continues to try and carry out their duties properly. Many contributions have been done as a leader and will certainly improve the quality of the school. Improving the quality of education personnel is very helpful in encouraging the quality of education available in schools because high achieving students come from a great teachers.

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