

## **Strategic Management of the Department of Education and Culture in Improving the Quality of Education in Banda Aceh City**

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### **ABSTRACT**

Management is essential to education excellence. This research seeks to determine (1) a strategic initiative, (2) the strategic execution of measures, (3) the strategic assessment, and (4) the factors that influence educational quality improvement. The study employs qualitative methodologies. The data collection methods employed in this study encompassed interviews, observations, and documentation analysis. The research participants included the Banda Aceh city education and culture office head, the principal, and the school supervisor. The methodology employed for data analysis is descriptive qualitative analysis, accompanied by a series of data processing procedures, including data reduction, data display, and the formulation of conclusions, followed by data verification. The results showed that: (1) the strategic program in improving the quality of education was adjusted to the vision and mission of the city of Banda Aceh and carried out a SWOT analysis first as a policy in the future; (2) The implementation of the strategic program begins with the placement of certain structural and functional officials from functional teachers, former principals and school supervisors, maximizing the role of all stakeholders to be responsible for the tasks and functions that have been carried out, carrying out the guidance of school principals, teacher training, and education staff development; (3) Strategic evaluation in improving the quality of education is carried out through regular meetings with school principals, school supervisors every Tuesday, evaluation is carried out by asking for accountability reports for each activity; and (4) supporting factors, namely the strategic location of the education and culture office which is in the center of the capital city of Aceh province, the close distance from each school to the Banda Aceh City Education and Culture Office. The findings indicated that the presence of supplementary media resources and the willingness of educators and school administrators to participate in professional development activities were significant factors.

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## 1. INTRODUCTION

Educators are purposeful and systematic in their endeavours to facilitate the cultivation of children's potential and capabilities, thereby equipping them to contribute meaningfully to their personal lives and societal roles. This is achieved by the careful selection of suitable materials, activity tactics, and procedures (Syafri, 2017). According to Damayanti (2016), education can be defined as the provision of direction or assistance by adults in facilitating the growth and maturation of children, with the ultimate goal of enabling them to independently fulfil their life responsibilities without external support. The primary factor in generating competent and dependable human capital is the calibre of education. Hence, there is an optimistic expectation that education can be effectively and suitably implemented, thereby facilitating the ongoing enhancement of educational quality. The present state of education places greater emphasis on the calibre of graduates generated by educational institutions.

Educating the nation's life is the responsibility of education, especially in preparing students to become subjects who are devoted to God Almighty (Ani Sari, Eri Purwanti, 2016). This is because, as a development goal in the field of national education, improving the quality of education is an integral part of efforts to improve human quality as a whole. It is imperative to continue realising this mission through diverse initiatives to promote higher-quality education in light of the importance of the process of enhancing the quality of human resources. There are numerous determinants of a school's educational excellence. The principal plays a significant role in determining the standard of education. Indicators of educational achievement are inextricably linked to the credentials of school principals, who occupy pivotal roles in the teaching and learning process (Heri Suwardi, Cut Zahri Harun, 2018).

The foundation of high-quality educational institutions is undeniably rooted in effective management. As elucidated by Sabariah (2021), management, derived from the term "to manage," is the skillful use of available resources in a cohesive and synchronised manner to attain the objectives of the school or organisation. Educational management refers to the systematic process of implementing educational tasks by optimally using all available resources in order to effectively achieve predetermined goals. To achieve the plans set through the education office as a stakeholder who formulates policies as well as evaluates the entire management of the education process in an area. The central government and local governments are obliged to provide services and facilities, as well as ensure the implementation of quality education for citizens without discrimination. As it is, (Warlizasusi, 2017) explains that efforts to guarantee and improve the quality of education are difficult to separate from quality management, all management functions that are carried out are directed as much as possible to provide services that meet or exceed national education standards. So related to this, efforts are needed to control quality.

The topic of enhancing the quality of education is a persistent subject of discourse within the field of education administration. The ongoing pursuit of enhancing the quality of education is necessary in order to attain the desired standards of excellence and relevance in educational outcomes. The aspiration and expectation of all participants involved in education is to attain a high standard of education. In relation to enhancing the calibre of education, Fadhlil (2017) elucidates the indispensability of management within an organization's structure, emphasising the significance of management education. Effective management is essential for institutions and organisations involved in the administration of goods. Quality is a fundamental component of the educational process. The primary objective of educational institutions is to facilitate the acquisition of knowledge and skills through the learning process. The quality of education refers to the level of excellence exhibited by graduates and the provision of services that meet the needs and expectations of relevant stakeholders. Quality improvement is a fundamental endeavour undertaken by all institutions involved in the production of both goods and services.

The quality of education in Banda Aceh City during the last five years has not shown a significant improvement as a result of ongoing efforts to implement various policies of the Ministry of Education, Culture, Research and Technology. The City of Banda Aceh as the provincial capital, should be a reference for other regencies and cities in managing and improving the quality of education. Therefore, special policies are needed in improving the quality of education, one of which is implementing strategic management which includes the entire process of action that will be carried out. The placement of the

principal in accordance with the superiority of his competence and the cultural conditions of the school environment he will lead is a very influential decision in determining the success of improving the quality of education. Principals as top managers in schools are expected to be able to manage and develop schools in improving the quality of their graduates.

The shortage of teachers and the accumulation of teacher placements in junior secondary schools are polemics that greatly affect educational services. Another problem is that school principals and teachers must continue to improve their competence so that they can carry out their professional duties properly in accordance with the changing conditions of the times which continue to develop towards modern technology in the current and future digital era, in an effort to improve the quality of education that can answer the challenges of globalization, economy and technology. This fact prompted the author to conduct research related to the strategic management of the Department of Education and Culture in improving the quality of education in Banda Aceh City.

Based on the results of previous research conducted by Fadhilah (2019), it was explained that (1) the Aceh Jaya education office and all components of society who had helped advance education in various fields gave new nuances in the world of education. (2) The Aceh Jaya District Education Office conducts training for school supervisors. (3) The Aceh Jaya District Education Office organizes School-Based Management Training activities. (Zulkarnaini et al., 2015) research revealed that the preparation of work programs in improving the quality of education in Aceh involves a number of preparations including needs assessment, achievement of goals, priorities and policies, program formulation and implementation of operational activities. (Silahuddin & Sofia, 2021) research concludes that the implementation of this integrated education system program has taken place in accordance with the stages and standards that have been set. Furthermore, it is hoped that an integrated education system process will be implemented in each target school and an increase in the quality of education will occur and give birth to students with Islamic character. This program is expected to become a model that can be adopted by other local governments, in order to achieve national education goals, both at the local and national levels.

According to Usman and Hadi (2021), the emergence of a policy for pesantren and dayah education signifies the significant influence of these religious educational institutions on the upbringing of the country's youth. According to the research conducted by Sari et al. (2013), it was found that effective implementation of policies, programmes, and budget allocations may be achieved. Nevertheless, the outcomes pertaining to the attainment of the 15 performance indicators reveal that 9 of these indicators have exhibited an upward trend, while the other 6 indicators have experienced a decline between the years 2011 and 2012. When expressed as a percentage, the decrease amounts to 40% of the total performance indicators pertaining to the enhancement of educational quality, as reported by the Malang City Education Office. The study conducted by Adilah and Suryana (2021) investigated the role of strategic management in enhancing the quality of madrasah Ibtidaiyah education. The researchers found that MI Terpadu Ar-Rifki Cileunyi Bandung employed a multi-stage approach to strategic management for improving education quality. These stages included conducting external and internal environmental analyses, formulating strategic management plans, implementing the strategies, evaluating the effectiveness of the strategies, and assessing the outcomes of the strategic management efforts. The phase of internal and external environmental analysis employs the SWOT analysis methodology.

Based on the aforementioned research quotations, it can be inferred that the head of the education office and all staff members within the education office play a crucial role in the achievement of high-quality education across educational institutions in the city of Banda Aceh. This is accomplished through the development of school programmes, execution of strategies by school principals, and the empowerment of teachers via training initiatives and the provision of adequate learning infrastructure within schools. The aforementioned research extracts indicate a correlation with the present study. The relation of the previous research above with this research is to examine the strategic management of the Department of Education and Culture in improving the quality of education. With this, it can be used as a reference in making a study. It is hoped that the previous research can provide input for researchers to

examine more deeply what is in the subject matter that the researcher will do. Based on the above background, In general, the purpose of this study was to get an overview of the strategic management carried out by the education and culture department in improving the quality of education in Banda Aceh City. Practically, this research is expected by the Head of the Education and Culture Office in choosing and implementing strategic management in improving the quality of education in Banda Aceh City and can provide an overview of the achievements of the implementation of education in each educational institution.

## 2. METHODS

This study seeks to collect data and information related to the strategic management of the Department of Education and Culture in improving the quality of education in Banda Aceh City, using descriptive methods and qualitative approaches. The research subjects were: the head of the Banda Aceh city education and culture office, the principal, the school supervisor. Furthermore, the determination of respondents in this study was carried out by purposive sampling, meaning that the sample studied was first selected purposively (Satori and Komariah, 2020). The instrument used is a guideline for observation, interviews and documentation studies by asking questions that have been formulated in accordance with the research objectives. Data collection techniques were carried out through interviews, observation and documentation studies. The validity of the data in this study was conducted to test the validity of the data to prove whether the research is really scientific research with a qualitative approach including credibility, transferability, dependability and confirmability tests. The data analysis technique used is triangulation, data collection techniques and data analysis, and making conclusions on the results of the data analysis. The three steps are (1) data reduction; (2) displays; and (3) draw conclusions and verification (Sugiyono, 2019).

## 3. FINDINGS AND DISCUSSION

### *3.1 Strategic program at the Department of Education and Culture in Improving the Quality of Education in Banda Aceh City*

The interview with the head of the education office of Banda Aceh City revealed that the programme to enhance the quality of education is executed through the formulation of alternative strategies. The chosen strategy is then determined and utilised in the process of designing, concocting, implementing, and evaluating. The utilisation of these steps is crucial for achieving successful outcomes. Execution of the intended programme.

Furthermore, the results of an interview with the head of the education office of the city of Banda Aceh explained that there were several programs being carried out, these programs must first be adjusted to the vision and mission of the government of the city of Banda Aceh. The strategic programs carried out in order to improve the quality of education are Increasing employee discipline, Placement of certain structural and functional officials according to Anjab from functional teachers, former school principals and school supervisors, Carrying out work and services according to Standard Operating Procedures (SOP), Coaching and improvement of human resources, Increased interest in reading and writing with book writing programs and scientific writings at the elementary and junior high school levels, Diniyah and Tahfiz Alqur'an programs, Involving school principals, school supervisors and education and culture office officials in the formulation of strategic programs, Cooperation with the Ministry of Education and Culture, universities and other parties in improving the quality of education.

Regarding improving the quality of education within the Banda Aceh city education office as explained by the Head of the Middle School Education Office of Banda Aceh City that the role and responsibility in the field of SMP is to ensure that the SMP in the city of Banda Aceh provides education in accordance with the provisions, in accordance with regulations, then quality, service, performance, these are the focus that continues to be improved. Students are always ensured to get good services and

educational processes. So the estuary is that the optimal growth potential of students can be realized. Furthermore, we are responsible for the implementation starting from the standards of the principal, teacher adequacy, teacher standards, facilities and infrastructure, being responsible for the children of the city of Banda Aceh, no one dropping out of school.

The head of the education office explained that this strategy was implemented to find out what should be taken as action and how the strategy was applied, so as to get good quality education, the head of the SD coaching field explained that the strategic program was carried out on improving services, stakeholders in the area of scope. Elementary schools in Banda Aceh City, because education is a change, it is very important to continue to make improvements, both through socialization and implementation, regarding the independent learning curriculum, PSB programs, independent learning, and there are several teacher competence competencies that must be improved, including in terms of the independent curriculum, is still relatively new, although not much different from the previous curriculum.

As the results of the interview with the Head of GTK provide information that in improving the quality of education in the city of Banda Aceh, it is carried out by implementing training and competency development which targets school principals, vice principals, supervisors and also teachers, the strategy is always to improve teacher competence and also improving the quality of education within the scope of the education office of the city of Banda Aceh. Based on an interview with the Head of the Banda Aceh City Education Office, he explained that as a leader, he always tries to be an example to employees by being on time every working day, the morning apple every Monday is a form of improving employee discipline, the head of the service can also remind and motivate employees to be able to improve and maintain discipline in order to achieve organizational goals, based on the example given by the leadership to employees it will create harmony between superiors and subordinates and create a process to achieve the programs to be achieved at the Banda Aceh City Education and Culture Office.

### ***3.2 Strategic Implementation at the Department of Education and Culture in Improving the Quality of Education in Banda Aceh City***

According to the city of Banda Aceh's education director, the city's schools lack the necessary resources, attention, and fulfilment in the field of educational facilities and infrastructure. Meanwhile, the quality of teachers could be enhanced through the introduction of training and knowledge development, as well as through the collection of data and the development of appropriate programming. According to the head of the service, the level of education in the city of Banda Aceh is planned in accordance with the vision of realising a glorious Banda Aceh within the framework of sharia, which is one of the vision and mission of the government of the city of Banda Aceh. The worth of Banda Aceh must be quite great. Because all of Banda Aceh's educational institutions must meet the same high standards, strategic planning like this is essential for achieving educational excellence. If the city is serious about achieving quality education for all of its residents, it will need to start by analysing its own strengths and weaknesses. As a result, it will keep track of the requirements of both suburban schools and other schools, ensuring that all requirements are met.

The head of the Banda Aceh city education and culture office explained that in the division of tasks to employees according to their respective portions that have been mutually agreed upon, almost every task assigned by the head of service to each employee always begins with coordinating the implementation of these tasks, so that the tasks given by can be carried out on time, the results obtained from this research are almost all the tasks given there are no employees who refuse the duties and responsibilities for what are assigned according to their respective portions. As the results of an interview with the head of the junior high school department of the education and culture office of the city of Banda Aceh obtained information: Banda Aceh is a city with Islamic law, of course, in the field of religion, it becomes a priority in the education and culture office of the city of Banda Aceh by running the diniyah program and the tahfidz program. This program aims to produce intellectually and academically intelligent students, of course, must also have strong faith, unquestionable piety and good

character. In terms of spiritual competence and character competence, knowledge and skills must be fully balanced.

The director of the junior high school sector elucidated that the educational administration office persistently promotes the active participation of teachers and school principals in national teacher forums, such as teacher sharing and learning ID. Teachers must possess a strong personal drive to enhance their competencies in order to avoid falling behind, as this can have a detrimental impact on the quality of education provided to students. This can be achieved through various means, such as engaging in socialisation, participating in coordination meetings, seeking technical guidance, attending training sessions, and effectively utilising the functions of the MKKS (School Supervisory Committee) and MGMP (Subject Teacher Working Group). By maximising the potential of these platforms and addressing the current challenges faced by teachers, the reliance on educational authorities for support can be minimised.

The head of the Banda Aceh City Education and Culture Office explained that the first task carried out by employees was to carry out activities in accordance with the main tasks and functions in order to improve the performance of the Banda Aceh City Education and Culture Office. Employees will work with a full sense of responsibility, enthusiasm and be able to motivate themselves, employees must work as much as possible to get better results. Improving the quality of education now cannot be separated from the digital world, so education must be carried out with digitalization, because the world demands rapid mobilization, long distances become close, long processes must be short, in this case, the Banda Aceh city education office implements strategic program, namely the procurement of IT equipment in each school. Thus, everything related to the implementation of strategic programs will be communicated and progress monitored through regular meetings, so that it can be conveyed to all parties and if it doesn't work, it can be seen what causes when it is not implemented and a solution can be found immediately.

### ***3.3 Strategic Evaluation of the Education and Culture Office in Improving the Quality of Education in Banda Aceh City***

The Head of the Banda Aceh City Education Office stated that regular evaluations are conducted for every programme and the implementation of these programmes in the educational setting of Banda Aceh. These evaluations take place every Tuesday at a meeting with the schools. What remains unimplemented and what are the challenges and barriers in the field, as well as the future policies?

Regarding the evaluation of the implementation of the strategy program for improving the quality of education, the head of the junior high school explained that he always conducts evaluations by going directly to the school in collaboration with school supervisors by requesting a report to the supervisor, the evaluation is carried out to obtain the information needed both for improving human resources and implementing the program. The extent to which it has an impact on improving the quality of education. The head of the Banda Aceh city education office also explained that: "In a SWOT analysis what is needed is that all stakeholders work in accordance with their main tasks and competencies. It is certain that the program will be able to run well. The control is carried out only by ensuring whether it is running or not, and controlling the functioning of the tasks of each field.

The results of an interview with the head of the Banda Aceh City Education and Culture Office obtained information that the strategic evaluation carried out to improve the quality of education went through the following evaluation stages: (1) Determining what to measure; (2) Setting performance standards; (3) Measuring actual performance; (4) Comparing performance standards that should or are planned with the performance that has been implemented; (5) Take corrective action. This strategic evaluation stage is carried out as a control over the implementation of strategic programs in improving the quality of education in Banda Aceh City. The Head of GTK also explained that from the results of the evaluation, if the program needs to be reworked, we will program the budget, if the main objectives of implementing the program are sufficient, the information is already in place, and everything has been conveyed to them, usually it will not be implemented again, for example for transfers. Principals

and teachers have involved the Korwas and coordinators at every level. Then, evaluation is still carried out for each program implementation to see how far the program is, the extent of its impact, how effective it is, whether it is carried out again or not, whether it is enough to do it once, and whether there should be reinforcements.

### ***3.4 Obstacles faced by the Education and Culture Office in implementing strategic management to improve the quality of education in Banda Aceh City***

The head of the education office explained that in order to achieve the vision and mission of a glorious Banda Aceh, one of the elements in which is advancing in the field of education, the education office of the city of Banda Aceh in its implementation establishes good cooperation with parties including universities, NGOs, communities, organizations, and even with the media we carry out cooperation, which can provide information about the development of improving the quality of education in the city of Banda Aceh.

Supporting factors for the program's implementation at the education office of the city of Banda Aceh, as explained by the head of the service, include the education backgrounds of the head of the service, principals, and school supervisors; the close distance from each school to the office of the Education and Culture Office of the city of Banda Aceh; and the central location of the education and culture office in the centre of the capital city of Aceh province. According to the city of Banda Aceh's education department's Head of GTK, the lack of qualified educators has been the biggest roadblock. As a result, BOS funds have been diverted to fill teaching positions, which has reduced the amount available for enhancing school infrastructure and bolstering educators' skills. Teachers hired using BOS money are not held to any standards. The principal's role is to help teachers who fall short of these expectations improve while also keeping an eye on them.

Based on the findings in the field, the discussion of this study is in accordance with what has been described. This effort is carried out to obtain meaning for the reality that occurs in relation to data, information, and objectivity of researchers about the strategic management of the education and culture office in improving the quality of education in the city of Banda Aceh. The results of the study indicate that the determination of the strategic program by the head of the Banda Aceh City Education and Culture Office in improving the quality of education as contained in the Banda Aceh City Education Office restra in 2017-2022 plans that the implementation of the education sector development from various aspects is the obligation of the Banda Aceh City Government. Educational development has slightly different characteristics from the development of other sectors. The object of development is humans with various unique characteristics/behaviors, needs and demands. The purpose of development is also not to provide, facilitate, fulfill something and others like other sector goals, but to develop Human Resources (HR) in sufficient quantity and quality.

Human resource quality development cannot be done all at once and so, the development process must be carried out in stages, gradually, and continuously. Educational development is something that is the most basic of all development sectors that is needed by humans because it is needed by all communities, and at the same time as a basic benchmark for the development of other sectors. As such, Ningrum (2017) explains that the strategy in achieving organizational goals can be formulated beforehand by analyzing the overall indications in the organization. By conducting an analysis to direct the entire potential of the organization, in order to achieve organizational goals. This kind of leader is smart.

Based on the results of the SNP Achievement, the Elementary and Junior High Schools explained that: The strategic target is one of the efforts to achieve the second mission set out in the 2017-2022 RPJMD, namely "improving the quality of education and preserving culture" and the goal of "realizing the quality of education in Banda Aceh City that is competitive, has good character. Islamic and achievement". According to Baharun (2017), quality is conformance to requirements, that is, according to what is required or standardized. A product has quality if it is in accordance with predetermined quality standards. Quality standards include raw materials, production processes and finished

production. Quality is something different for different people depending on the time and place or is said to be fit for purpose.

From the results of the study, it can be seen that there are several strategic programs being carried out, including these programs, that must be adjusted in advance with the vision and mission of the Banda Aceh City government. The strategic programs carried out concern improving employee discipline, fostering and improving human resources, placing certain structural and functional officials according to job analysis from functional teachers or former school principals and school supervisors, carrying out work and services according to Standard Operating Procedures (SOPs). ), giving awards to those who excel, involving school principals and school supervisors as well as education and culture officials in the formulation of strategic programs. then from that with the presence of a facial scan attendance system programmed by the Banda Aceh City Government today, it can make it easier to improve performance and increase employee discipline levels.

In determining the strategic program carried out by the head of the Banda Aceh City Education and Culture Office to improve the quality of education, this is in line with (Adilah & Suryana, 2021) opinion that strategic management is a series of managerial decisions and actions resulting from the process of formulating and implementing plans with the aim of achieving competitive advantage. . The urgency of strategic management in the current context, namely the top leadership in an organization, especially an educational organization, must be able to formulate and determine the right organizational strategy so that the organization concerned is not only able to maintain its existence.

Regarding the implementation, starting from the standards of the principal, teacher adequacy, teacher standards, facilities and infrastructure, being responsible for the children of the city of Banda Aceh, no one dropped out of school. In this case, (Siti Azizah BAsitoh, 2021) explains that education is the main factor that shapes a human personality and is seen as an effort in educating the nation's life that is able to develop humans who believe, have noble character and have knowl.

A strategic program launched by the head of the education office with the aim of improving the quality of education in the city of Banda Aceh, both referring to the facilities and infrastructure sector, principals, teachers and students, starting from the creation of training programs. As such, (Banun et al., 2018) explain that one of the important things that need to be considered in achieving organizational goals is the resources of a school, including funds, equipment, information, and human resources as supporters to achieve goals, efforts to improve and develop quality school must continue. Schools need to look for new innovations in implementing various programs that have been prepared. The education office implements strategic programs to support the improvement of the quality of education in the education office of Banda Aceh City, starting from the placement of certain structural and functional officials, according to Anjab from functional teachers, former principals and school supervisors, coaching principals, coaching teachers, and coaching education staff, then making student quality improvement programs through competitions, preparing training programs and providing rewards and punishments. In this case, it is relevant to strategic decisions (Adilah & Suryana, 2021) stating the urgency of strategic management in the current context, namely the top leadership in an organization, especially educational organizations, must be able to formulate and determine the right organizational strategy so that the organization concerned is not only able to maintain its existence, but tough to make the necessary adjustments and changes so that the organization will increase its effectiveness and productivity (Raga et al., 2017).

By using strategic management appropriately, schools will be able to realize the expected quality of education. (Zahro et al., 2018) explains that the quality of education will not succeed without the right strategy for improving the quality of all components. The education office continues to encourage teachers and principals to play an active role in national teacher forums such as teacher sharing. In this case, Mulyasa (2019) states that teacher and staff development is an activity to determine employee needs both quantitatively and qualitatively for now and in the future. Schools always want teachers and staff to carry out their duties optimally. If the availability of human resources has limitations, it will become an obstacle in carrying out tasks and having a sense of responsibility for the tasks that have

been given, in this case, (Ahmad Furqon Hidayat, 2018) explains that the urgency of strategic management in the current context is the top leadership in an organization, especially educational organization.

The results showed that the Education and Culture Office of Banda Aceh City always applied evaluation to each program and evaluation of program implementation in the educational environment of Banda Aceh City, Tuesday a meeting was held with the school, through the meeting there would also be a lot of information related to what was being taught. what has been implemented and what has not been implemented and what are the obstacles and obstacles in the field, what are the future policies. Educational supervision or supervision is an effort to provide services to educational stakeholders, especially to educators in schools, both individually and in groups in order to improve the quality of learning processes and outcomes (Rahmah, 2018). In this case, it shows that through supervision it can support the quality and quality of education. Evaluation by going directly to the school in collaboration with the school supervisor by requesting a report to the supervisor, the evaluation is carried out to obtain the information needed both for improving human resources and implementing the program to what extent it has an impact on improving the quality of education (David, 2020). The results of the evaluation become a record of success or failure to be used as a reference for a program, whether to be re-implemented or not implemented in the next period (Rahmah, 2018).

The existence of various competitions that become motivation for students and teachers in honing their abilities/competencies, Willingness of community elements to work together to encourage the improvement of the quality of education. As such, Fadhila (2019) explains that there are many supporting factors for the success of an educational process. For example, a solid curriculum, professional educators, complete educational facilities, a quiet learning atmosphere, above-average student intelligence levels and others. However, the educational process continues to this day even though these supporting factors do not always support it. So that the human resource products that are issued become graduates who do not have special skills that can be relied on to support their lives in the future.

#### 4. CONCLUSION

Based on the research findings, it can be concluded that the strategic program in improving the quality of education is adjusted to the vision and mission of the Banda Aceh City government and carries out a SWOT analysis first as a policy in the future. The strategic implementation of the Banda Aceh City Education and Culture Office in improving the quality of education starts from increasing employee discipline, placing officials and structural staff from functional teachers, maximizing the role of all stakeholders to be responsible for the tasks and functions that have been carried out according to SOPs, implementing head coaching schools, teacher development, and education staff development, strategic evaluation is carried out through regular meetings with school principals, school supervisors every Tuesday, evaluation is carried out by asking for accountability reports for each activity. The supporting factors in implementing strategic management to improve the quality of education in Banda Aceh City are: (1) The strategic location of the education and culture office which is in the center of the capital city of Aceh Province; (2) the close distance from each school to the Banda Aceh City Education and Culture Office; (3) The educational background of the head of service, school principals, school supervisors and other officials within the school education office have relevant S-2 educational qualifications; (4) Availability of supporting media that have been prepared by schools in the teaching and learning process, readiness of teachers and principals to participate in training/guidance for competency improvement. A further implication for improving the quality of leadership is that the Head of Banda Aceh City Education Office Program in improving the quality of education has been carried out effectively and efficiently, so that the city of Banda Aceh can obtain national education report cards with the title of Very Good because of the achievement of the SNP indicators that have been met. The recommendation is that the follow-up to the education quality improvement program in

Aceh is carried out by evaluating the education quality improvement program by utilizing the educational resources available in schools and on target. The limitation of this research is that it has not developed a strategy from the aspect of improving human resources.

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