

Strategic Management in Improving the Quality of Education in Boarding School

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ABSTRACT

This article was descriptive qualitative research. The data is collected through interviews, observation, triangulation, documentation, and analyzed by descriptive analysis. This article aims to determine the process of planning, implementing, and evaluating strategic management in improving the quality of education at a Boarding School. This article on strategic management in improving the quality of education at Boarding School shows that: (1) Strategic planning at Boarding School includes four activities, namely developing the school's vision, mission, and goals, short-term planning, long-term planning, and medium term, identification of internal and external factors, and strategy formulation. (2) The implementation of strategic management includes four activities determining school policies, motivating education staff and educators, allocating human resources appropriately, and developing a strategic culture. (3) Evaluation of strategic management includes three activities: monitoring from planning to implementation, measuring individual and madrasa performance, and taking corrective steps.

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1. INTRODUCTION

The quality of education is one of the most important things in developing superior human resources to build the nation. If the nation wants to have a glorious future, it must have quality education at present and quality education in quality educational institutions (Wayong, 2017). The quality of its education determines a nation. The higher the quality of education in a country, the higher the quality of its human resources (Hamzah et al., 2016; Subaidi et al., 2021).

Education is a picture of how a civilization of a generation in the future will be better. Importance of education is expected that all elements of the nation can pay attention to the quality of education in Indonesia (Aliyyah et al., 2020). Quality education will lead to a prominent personality by prioritizing logic, heart, character, and faith maturation. Education is the main solution to deal with competitive currents to create superior-quality human beings (Hakim & Hasan, 2019).

Exactly 100 years after gaining independence, Indonesia had a demographic boon in which the working-age population outnumbered the retired and elderly (Lubis et al., 2019). So, it's up to the government to ensure that the country's human resources are ready for the arrival of Indonesia's golden generation in 2045. In order for Indonesia to become a developed country by 2045, human resources must be prepared to take the helm. Therefore, national development efforts must focus on forming quality human resources to work together to build the nation in the future (Baharun et al., 2021). These human resources raise the emergence of strategic management to improve the quality of education (Hakim, 2016). In educational institutions, it should be carried out specifically and precisely in its application and place this period as a period of human resources (Sa'dullah & Hidayatullah, 2020). Improving the quality of educational institutions requires human resources who have skills relevant to the needs of educational planning (Karlström & Hamza, 2019).

In general, it can be understood that the current low quality of Indonesian human resources is the result of the low quality of education. This can also be seen from various micro indicators. In terms of mathematics and science literacy, the 2007 Trends in International Mathematics and Science Study (TIMSS) results show that Indonesian students have not shown satisfactory performance (Amri et al., 2022; Suyadi et al., 2022). With a score of 405, Indonesian students' maths skills only rank 36th out of 49 countries, which is still below the average score of 500 for all countries. Science literacy, on the other hand, has a score of 433 and is in 35th place out of 49 countries. It is still at the top. Below the average score of 500 around the world. This result is worse than that of Egyptian students, who were ranked 35th in the management strategy essential to education management. Educational systems use a clear picture and a choice or group of options that can be an educational strategy to explain the techniques and methods used to reach the vision and mission of education, as well as evaluation and possible strategy (Hadi & Novaliyosi, 2019).

Every year one of the problems faced by the world of education in Indonesia is the low quality of education at every level and unit of education (Barirohmah & Subiyantoro, 2021; Santosa & Devi, 2021). The common education rate in Indonesia can block the provision of human resources with the expertise and skills to fulfil the nation's development in various fields (Hakim, 2019).

By looking at the current phenomenon, the problem of improving the quality of education can only occur if it is managed through proper management (Calam & Qurniati, 2016). Strategic management can be the right choice to answer these problems because strategic management is management that pays attention to the future based on sound analysis, exists both internally and externally (Ninlawan & Areerachakul, 2015). By following the process of strategic management stages, schools can consider decisions, follow up and choose the right strategy in dealing with developments and changes in the educational situation (Harapan et al., 2014). Previous research concluded that improving the quality of education must be done through strategic management that is appropriate.

In recent years, BBC Future has compiled 40 predictions from technocrats, scientists, journalists, politicians, bloggers, and other educated people about the changing world from 2013 to 2150. The unpredictable speed of the world's development impacts educational models that are believed to be able to answer the challenges of a changing world in time. A Boarding School can be an alternative solution to meet and answer future educational challenges (Wijaya, 2019). This study aims to explore strategic management in improving boarding school education quality. Boarding school provide 24-hour service from teachers to students with this full-day school program. The teacher also acts as a friend and a companion in every subject. To support the ratio of this program, each teacher handles five students, which is considered very good and ideal for producing optimal results.

2. METHODS

The type of research used in this study is qualitative research using descriptive and analytical research. Research using a qualitative approach puts forward an inductive analysis of the thought process related to the interaction dynamics between observed events and always uses scientific logic. And the data obtained is usually in the form of a description or sentence, which is then analyzed to get an overview (Creswell, 2012; Creswell & Creswell, 2018). In this study, it attempts to describe all matters relating to strategic management in improving the quality of boarding school-based Islamic educational institutions.

The current research focuses on planning, implementing, and evaluating strategic management in improving the quality of education at SMA Al-Hikmah Boarding School Batu. And in the process of collecting data using observations, interviews, and documentation (Moleong, 1989; Sugiyono, 2008). In the context of this study, the validity of the data was tested using the technique of checking source data triangulation. The implementation is carried out by comparing interviews with observations data. Then, compare what people say in private with what is said in public. And finally, compare the documents related to all the results of the interviews.

3. FINDINGS AND DISCUSSION

Al-Hikmah Boarding School Batu is a high school that continues to strive to improve the quality of education. Therefore, SMA Al-Hikmah Boarding School Batu does its best to implement strategic management to enhance the quality of education in schools. The principal of SMA Al-Hikmah Boarding School Batu realizes that the role of quality education is significant to create quality educators, students, and education personnel and create an effective learning process.

According to the data and information obtained by researchers, in improving the quality of education, the principal of SMA Al-Hikmah Boarding School Batu implements strategic management. Regarding the strategic management process for improving the quality of education at SMA Al-Hikmah Boarding School Batu, it is carried out as described:

Strategic Planning in Improving the Quality of Education

Planning in a school educational institution has an important key. With good planning, schools will be able to get good strategies to achieve predetermined goals. The value of planning as a strategic management process is a policy-making process by selecting and determining the activities that will later be carried out so that efforts to achieve goals are efficient and effective. The process of strategic planning in improving the quality of education at SMA Al-Hikmah Boarding School Batu is as follows: (1) Formulation of vision, mission, and goals, (2) Identification of Internal and External Factors, (3) Short, medium, and long term planning, (4) Planning Short, Medium, and Long Term.

Vision is a strategic paradigm used as an illustration and future goals that must be achieved by the institution and all personnel involved in an organizational activity/educational institution (Karim et al., 2021). A good vision encourages enthusiasm and commitment to preparing for a better future. Therefore, every educational institution must have a clear, measurable vision and mission (Pahlawanti et al., 2020).

The mission is closely related to the vision and provides clear direction for the present and the future. A mission is a program description in the outline of a vision that has been set by the organization, which is packaged in a concise, clear, measurable, tactical, and flexible manner. Once the vision and mission have been defined, they must be translated into achievable goals. Goals are often expressed as goals and ideals. Goals must be realistic and achievable (Anwar, 2017).

The process of formulating the vision, mission, and goals that SMA Al-Hikmah Boarding School Batu has compiled is to develop the vision, mission, and goals led by the principal and involve all deputy principals and are guided directly by the foundation management. This implementation was

done based on realizing the foundation's desire to contribute to the nation after becoming a full-day school guard in Indonesia. Therefore, the selection of a boarding school was deemed appropriate.

The formulation of the vision is done first to predict the situation and money problems that exist in the school. The school vision created will then be developed into a mission statement by adjusting to the conditions and situations and the expected goals. After completing the formulation of the school's vision and mission, the next thing to formulate the plans to be achieved is an explanation and implementation of the school's mission.

In formulating the principal's vision and mission, the school's internal and external parties are involved. What is being done follows Syaiful's (Sagala, 2007) opinion in formulating the vision, mission, and objectives. The first thing to do is to assess the environment and find out the truth of the basic needs of the educational environment that schools can facilitate. Fulfilment of the vision and mission in detail is then formulated with specific objectives. After developing specific goals is clear, an achievement strategy is drawn up with several programs as strategic activities (Khrisnamurti, 2019).

Internal factor analysis is an analysis that concentrates on the institution itself, while external analysis is an analysis that focuses on conditions outside the educational institution itself. At SMA Al-Hikmah Boarding School, Batu has analyzed internal and external factors by identifying, analyzing, and observing internal and external conditions carefully and in detail to realize the success of the vision and mission. The researcher found that internal and external factors utilizing deliberation with the parties involved were the principal, all deputy principals, education staff, teachers, and school committees.

Short-term planning is planning for the results to be achieved in 1 year or less. Medium-term planning is preparing for the results to be achieved in 2 years or less. And long-term planning shows the desired money results from specific strategies, which are usually in a period of 3 to 5 years (Sedarmayanti, 2018, p. 151). Based on the researchers' documentation, SMA Al-Hikmah Boarding School Batu has prepared a short-term work plan, medium-term and long-term to improve the quality of education. From the analysis results carried out by researchers, short, medium, and long-term planning is carried out by evaluating the implementation of the 3-month, 6-monthly and annual program in stages.

Strategy is an extensive plan that is efficient, productive, and increasing to make achieving goals effective. The school strategy describes the approaches and methods used to achieve its strategic objectives (Khrisnamurti, 2019). Similarly, SMA Al-Hikmah Boarding School Batu's superior strategy is implemented to achieve educational goals effectively. According to the analysis conducted by the researcher, the formulation of a superior strategy for improving the quality of education at SMA Al-Hikmah Boarding School Batu is by coordinating with the relevant school elements, namely the principal, all deputy principals, teachers, and school committees. The superior strategy at SMA Al-Hikmah Boarding School Batu is to create an excellent program, improve religion, and select a student admission system.

Planning a strategy in improving the quality of education at SMA Al-Hikmah Boarding School Batu to formulate all activities for the principal, all deputy principals, teachers, and school committees. According to the researcher's observations, the involvement of all internal and external parties of the school should indeed be carried out. Their wishes and expectations must be accommodated in the planning. When all internal institutions are satisfied with the entire program planning, it will create responsibility for its implementation (Colthorpe et al., 2021).

From the explanation above, it can be seen in the following table about the process of strategic planning in improving the quality of education at SMA Al-Hikmah Boarding School Batu.

Table 1. Strategic Planning Style

Strategic planning stages	The strategy was carried out by SMA Al-Hikmah Boarding School Batu.
Activity-1: Formulation of vision, mission, and goals,	1. Involve experts 2. Involving internal and external boarding schools 3. Led directly by the chairman of the Foundation and the head of the school 4. Analysis of the surrounding environment and community needs
Activity-2: Identification of Internal and External Factors.	Managers hold consultations with teachers and the surrounding community.
Activity-3: Short, medium, and long-term planning,	The manager carries out the short-term planning after discussions with teachers and stakeholders.
Activity-4: Planning Short, Medium, and Long Term.	Stakeholders carry out the determination of the superior strategy after going through the deliberation stage with several internal and external boarding school people.

Implementation of Strategic Management in Improving the Quality of Education

Implementing strategic management in improving quality at SMA Al-Hikmah Boarding School Batu is the implementation of what is produced in the planning phase. The performance of strategic management in enhancing the quality of education at the Al-Hikmah Boarding School Batu is. The steps taken to implement strategic management are (1) determining school policies and (2) motivating teachers and education staff. (3) Allocating human resources. (4) School Culture that Supports the strategy.

Policies are rules, rules, and values that schools must implement. This policy is in the form of regulations that the government and the school have decided on. In its implementation, policies must be implemented following the rules that have been determined (Sahlan, 2016). According to the researcher's analysis, the policies that have been decided at SMA Al-Hikmah Boarding School Batu include the duties and responsibilities of teachers, guidelines on student management, facilities, public relations, the boarding system, and much more. And all policies issued are in writing.

The principal has given motivation, orders, and directions to education staff and educators, to improve the professionalism and competence of teachers and education staff. The most impressive thing is that the principal always puts himself into a good person to be an example for him. From the results of the researcher's data, the analysis obtained by the researcher describes that the motivation process is carried out so that his subordinates are excited to carry out their duties better. According to (Hubeis & Najib, 2014, p. 28), strategy implementation is an actual process that requires support from all employees and staff. The motivation process is needed so that employees optimally support the strategies being and will be run by the school.

Allocating human resources in accordance with skills is crucial for efficient learning. The goal of this practise is to raise kids' academic performance. All students, instructors, education staff, and principals are included in the definition of "human resources," as the study's analysts found. (Andriana & Evans, 2020; Hanafi et al., 2021). To take a role in global competition, as a nation, we should continuously strive to improve the quality of its human resources. Therefore, efforts to improve the

quality of human resources must be carried out in a targeted, planned, intensive, efficient and effective manner in the development process, using a quality education system. The system needs to be taken to change the input into the expected output. By determining the goals and activities that will be carried out starting with current conditions to adjust to needs in the future. So to get a result that can answer challenges in the future, education must have good quality so that all efforts made in the educational process can run well.

The principal in allocating human resources at SMA Al-Hikmah Boarding School Batu is by identifying the school's needs and then recruiting human resources who have the ability and experience to meet the school's needs. Therefore, to achieve a good quality of education, it is necessary to have skills in the placement of human resources that match their respective abilities. The sequence of human resources is carried out by selection beforehand from the selection process, and arrangement is one of the most critical uses in human resource management (Nurliyah, 2020).

School culture results from the combination of the values possessed by the principal as a leader with the values maintained by teachers and education staff. The analysis results showed that school culture can be formed through habituation (Arifin et al., 2018; Warti'ah, 2020). Culture must be implemented to encourage the strategies that have been set. Hard work in implementing strategic management following predetermined plans results in quality education at SMA Al-Hikmah Boarding School Batu. The principal has a vital role in coordinating with related parties during the implementation of strategic management. Activities are intended so that performance can run efficiently, effectively, and according to plan.

As the rate of change is volatile, management has developed a systematic approach to dealing with increasing complexity, novelty, and the unexpected. As the future becomes more complex, new, and unpredictable, the system develops to be more advanced and perfect and is a development from the previous one. This need is where strategic management comes from. The prior management systems, updated and including long-term planning, are now widely practised.

Evaluation of Strategic Management in Improving the Quality of Education

Schools must carry out evaluations to know the success of program implementation. The evaluation process is the last phase of strategic management processes. Evaluation of strategies for improving the quality of education at SMA Al-Hikmah Boarding School Batu is carried out in stages. According to the researcher's views, strategic management's evaluation process in improving the quality of education at SMA Al-Hikmah Boarding School Batu is divided into three stages, namely (1) Monitoring and Evaluation, Starting from the Planning Stage and then Implementation of Strategic Management. (2) Measuring Individual and School Performance. (3) Taking Corrective Measures.

Strategy evaluation is a process aimed at ascertaining whether the strategic actions taken by the school are following the strategy formulation that has been made or determined. This activity tries to test the assumptions or basic principles used in strategy formulation, whether they are still relevant or have undergone much change (Sulasm, 2020).

Strategy evaluation is a process intended to ascertain whether the strategy taken by the school is following the strategy formulation that has been made or decided (Ajjawi et al., 2020). In this evaluation, the principal carries out ongoing supervision of all programs. Based on the researcher's assessment, supervision is carried out directly by the principal by monitoring the process of each activity, starting with the next planning in implementation. This is intended to obtain information on the activities carried out and whether they are appropriate to achieve the school's vision, mission, and goals (Colthorpe et al., 2021). Based on the results of interviews with the principal, namely.

"The principal monitors all strategic management activities in improving the quality of education at SMA Al-Hikmah Boarding School Batu. The results of planning and implementing strategic management in improving the quality of education at SMA Al-Hikmah Boarding School Batu are held daily meetings every morning, evaluating 3 months, 6 months, and annually. We have carried out gradually with internal and external school parties, namely the

principal, teachers, all vice principals, and school committees, to provide instructions, guidance, monitor the process of each activity, carrying out supervision, and an intensive performance measurement process."

The measurement used to assess performance depends on how the organizational unit will be assessed and how the goals will be achieved (Hunger & Wheelen, 2003, p. 391). Researchers have an assessment that these activities aim to obtain information on how high the success of the activities that have been carried out based on strategic planning so that problems can be immediately resolved. Measuring individual performance includes activities measuring the level of success carried out by individuals, for example, teachers, students, and school committees (Nilda et al., 2020; Pham et al., 2020). Meanwhile, measuring school performance includes school facilities and infrastructure, program activities, learning processes, etc. Similar to what the researchers found, the SMA Al-Hikmah Boarding School Batu principal has measured individual and school performance by forming an assessment team. The measurement is carried out using the instruments provided so that measurements can be carried out objectively.

This activity is carried out by making various improvement efforts to ensure that the performance carried out follows the plans outlined by top management (Cook, 2021). According to this, SMA Al-Hikmah Boarding School Batu carries out corrective steps, namely the evaluation method. The school looks for obstacles and mistakes from the activities carried out, then looks for solutions and carries out actions to carry out agreed solutions and carry out program preparation. Researchers have an assessment that every activity must have shortcomings. Therefore, improvements are needed in each activity to overcome these deficiencies so that they are under the plans that have been set.

SMA Al-Hikmah Boarding School did an evaluation and took steps to make things better. During this activity, different corrective steps are taken to make sure that the performance is in line with what top management had planned. Changes can be made to the structure, unsuitable people can be replaced, or the goals to be reached can be changed. The evaluation process is a key part of making SMA Al-Hikmah Boarding School Batu a better place to learn. When you run into a problem, you need to find a way around it as soon as possible. The quality system must be used as a guide for improvement. The system's strategy to improve education quality is put into action by the system, which comprises roles, organisational structure, processes, resources, and procedures.

4. CONCLUSION

Strategic management to improve the quality of education at Al-Hikmah Boarding School High School has several various activities carried out, including Strategic planning in improving the quality of education includes several activities, namely the development of vision, mission, and goals, identifying internal and external factors, short-term, medium-term and long-term planning. Other efforts, such as determining a superior strategy for improving the quality of education, are also carried out. Strategic planning in improving the quality of education at SMA Al-Hikmah Boarding School Batu is carried out collectively by all school internal and external parties, including the Principal, all deputy principals, teachers, school committees, and even guided directly by the foundation. And for the implementation of strategic management in improving the quality of education includes activities such as determining school policies, motivating teachers and education staff, allocating human resources, and developing school culture. As a result, SMA Al-Hikmah Boarding School Batu increased the practical and unique learning process, improved the performance of its human resources, and increased student competency standards and student achievement. Meanwhile, the evaluation of strategic management carried out by SMA Al-Hikmah Boarding School Batu includes monitoring all activities starting from planning and implementing strategic direction, measuring individual and school performance, and taking corrective actions. Because the evaluation process is essential in improving the quality of education, they make improvements every day based on the quality system as a reference for quality improvement procedures to carry out education quality improvement strategies.

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