

EDUCATIONAL QUALITY STRATEGY MANAGEMENT THROUGH SUPERIOR CLASS PROGRAM

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The government always improves the quality of education which is one of human needs in the development and management of human resources, and is the main driving force for achieving goals and equipping students with more abilities. Improving the quality of education expected by the government should touch all regions in Indonesia. One of the places for special students is by holding an excellent class program. This study aims to determine the strategic management of education quality through the excellent class program at MTs Al Amiriyyah Blokagung Tegalsari Banyuwangi. The subject of this research is the principal, WKS. The curriculum and the head of the excellent class dormitory, namely As Syafiiyah. This research method uses descriptive qualitative, data collection methods through observation, interviews, documentation, archive recordings and physical devices. As for the validity of the data using Credibility, Transferability, Dependability, Confirmability. Data analysis used is SWOT analysis. From the results of this study the strategy used to improve the quality of education through the excellent class program at MTs Al Amiriyyah Blokagung Tegalsari Banyuwangi includes: (1) There is a selective selection process, (2) Improving teacher quality, (3) There is a study club and vocab, (4) There is a special dormitory for superior students, (5) There is a mini library, and (6) Strengthening the added value in society both in academic and non-academic matters.

Keywords: Strategic management, Quality of Education, Excellent Class

A. Introduction

Education is a series of learning processes that everyone must go through to achieve a better life. The result that will be achieved is the creation of competent human resources that are in line with development demands. Where he has good soft skills and hard skills in accordance with what is expected by the job market. Optimal education can create an increase in the quality of education, serious efforts are needed so that we can find solutions to problems that may be faced. To get high quality education, you need support from educational

institutions such as teachers, facilities and also the surrounding environment which plays a very important role in helping the learning process so that high quality education can be created.

Through education, we not only provide learning materials and skills, but also instill values and ethics which also play an important role in applying them in the world of work. In this way, economic growth is not only supported by large capital, but also quality human resources. So it will make economic growth even better. The Qur'an has explained the importance of education, even placing humans at a high level if they have knowledge which has been explained in Surah al-Mujadilah verse 11 which means: "O you who believe, when it is said to you: in the majlis', then make room, then Allah will give you space. And if it is said: 'Stand up', then stand up, then Allah will raise among you those who believe and those who are given knowledge by a few degrees, and Allah is All-Knowing of what you do." (Indonesian Ministry of Religion, 2014:542)

The interpretation of this verse is that Allah commands humans to maintain each other's manners, by making room for others at a meeting. Each person has more rights to the place he previously occupied, but he is advised to make room for his brothers, namely people who are glorified in religion and people who are knowledgeable can sit in that place, so they should stand. Allah raises the rank of the knowledgeable people among you with glory in this world and rewards in the hereafter. Whoever believes and has knowledge, Allah will raise his rank with his faith and knowledge (Tafsir Al-Madinah AlMunawwaroh, 2008:201).

The verse above explains that knowledge is very important. Because with knowledge, humans will know the good, the bad, the right and wrong of something, and to be ready to compete with others.

Knowledge can also be used as a guide in carrying out life activities. And to obtain this knowledge is the role of education.

Improving the quality of education is one of the main pillars in developing education in Indonesia, because if education is of high quality, it will produce intelligent and competitive human resources. To realize a sustainable education quality improvement program, this is clarified by the existence of Law 20/2003 article 1 Number 17 concerning the National Education System, namely 'National education standards are the minimum criteria regarding the education system in all jurisdictions of the Unitary State of the Republic of Indonesia and article 3 PP. 19 of 2005 concerning SNP in Sanjaya (2016:7) explains "National Education Standards function as a basis for planning, implementing and supervising education in order to realize quality national education".

In order to improve the quality of education, it is necessary to provide educational program services that accommodate the needs of special students to optimize their potential. One of the platforms for special students is the holding of superior class programs. This research aims to determine the strategic management of educational quality through superior class programs at MTs Al Amiriyyah Blokagung Tegalsari Banyuwangi.

B. Method

This approach and type raises the issue of strategic management of educational quality through superior class programs at MTs Al Amiriyyah Blokagung Tegalsari Banyuwangi Middle School. The focus of this research uses a qualitative approach which leads to a thick description (long free and holistic explanation). The researcher wants to know, study and understand the strategic management of educational quality through superior class programs at MTs Al Amiriyyah

Blokagung Tegalsari Banyuwangi at the research site using a case study type.

Researchers also assume that the focus of this research will be easily answered with a case study design. In this research, the researcher attempted to explore descriptive data as complete as possible in the form of later interview results, or written data that supports research interests, especially those related to strategic management of educational quality through superior class programs at MTs Al Amiriyyah Blokagung Tegalsari Banyuwangi.

In collecting data, several techniques are used, according to Yin (2008: 103), data collection for qualitative research case studies takes the form of documents, archival recordings, interviews, observations and physical devices.

Data analysis according to Bogdan in his book Sugiyono (2013: 244) is the process of searching and compiling, carried out in a systematic way, from the results of interview activities, field notes and documentation, then grouped into categories, arranging them into patterns, choosing which ones are important for use. supporting the main data to be studied, making conclusions so that the existing data is easy to understand and the findings can be informed to others. Data analysis used in this research is: SWOT (Strengths, Weaknesses, Opportunities, Thraeths).

C. Results and Discussion

Management comes from Latin, namely from the words manus which means hand and agree which means to do. These words are combined into managere which means to handle. Managere is translated into English to manage (verb), management (noun), and manager for the person who does it. Management is translated into Indonesian as

management (management). Management in a broad sense is the planning, implementation and supervision (p3) of organizational resources to achieve goals effectively and efficiently. Management in the narrow sense is school/madrasah management which includes: program planning, program implementation, leadership of the school/madrasah principal, supervision, evaluation and school/madrasah information systems. Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal.

According to GR Terry, management is a special process consisting of planning, organizing, implementing and monitoring which is carried out to determine and achieve predetermined targets through the use of human and other resources. while George R. Terry's views in Abd. Rohman (2017:9) regarding management functions commonly uses the acronym POAC, namely:

- a. Planning
- b. Organizing
- c. Actuating
- d. Controlling

Every business actor certainly has his own goals and ways to progress his business, both in the short and long term. To achieve these goals, businesses need plans and actions to achieve these goals. The strategy or design between one business actor and another is of course different, apart from that, each business actor also has its own policies that are used in carrying out the marketing process. According to Buchari Alma (2005: 176) in his book entitled Entrepreneurship, strategy is a pattern of decision making in a company by determining targets, aims or objectives that produce main policies and planning to achieve

goals in detail regarding the business reach that the company will achieve.

From the definition above, it can be seen that strategy is a plan that will be carried out in an effort to face competition. According to Sanjaya (2016: 126), strategy is a plan for a series of activities designed to achieve predetermined goals. In the Qur'an, it is explained in Surah Al Hasyr verse 18 which means: "O you who believe, fear Allah, and let each of you pay attention to what he has done for tomorrow (the hereafter), and fear Allah. Indeed, Allah is All-Knowing about What are you doing". (Department of Religion of the Republic of Indonesia, 2014: 542) Quraish Shihab in his interpretation of "al-Misbah" gives the interpretation that the verse discusses strategy or planning. Lafadz said "wa ltandzur'nafsumma koddamat lighod", which means that humans must think for themselves and plan the actions that accompany them during life, so that they will get the pleasure of this life.

The verse above explains that strategy is a determination of a plan by a leader which focuses on the goals of an organization, accompanied by the preparation of efforts so that these goals can be achieved in accordance with the plans that have been set. Because strategy is the most important part of management for an organization in achieving certain goals in the long term.

According to Irwan Purwanto (2018: 80-81), there are several ways to make a strategy successful, including:

- a. A strategy must be consistent with the environment. Follow what is developing in the community, don't go against the flow in an environment that provides opportunities to move forward.
- b. More than one kind of strategy. See the scope of its activities.
- c. The strategy should be to focus and unite resources and not separate them from one resource to another.

- d. Focus on what is your strength, not what is your weakness. And exploit a weakness to take the right steps so that you can occupy a strong competitive position.
- e. The strategy should be controlled so that it does not pose too big a risk
- f. Develop a strategy on the basis of success that has been achieved, not on failure.
- g. The success of the strategy is marked by the support of all parties in the organization.

In the world of education, an educational institution must be able to demonstrate that the institution it manages is capable of providing quality education to its students. In the context of education, someone can say that an institution is of good quality if the output/graduates are good, the teachers are good, the infrastructure is good and so on.

Fathurrohman and Sulistyorini (2012:40) quality is a measure of the good and bad of an object, the content, level or degree of intelligence, intelligence, and so on. In the context of education, quality is more directed at input, process, output. The quality of input can be seen from various sides. First, whether or not the condition of human resource input is good, namely school principals, teachers, students and others. Second, whether the material input criteria are met or not, such as books, facilities and infrastructure and others. Third, whether or not the input criteria are met, namely software tools, such as organizational structure regulations and job descriptions. Fourth, the quality of input regarding needs and hopes, such as vision, motivation, etc.

According to Sagala in Fathurrohman and Sulistyorini (2012: 45) the quality of education is a comprehensive description and characteristics of educational services internally and externally which demonstrate their capabilities, satisfy expected needs, or which are

implied to include educational input, process and output. So it can be concluded that the quality of education is a description of educational services to satisfy expected needs.

The quality of education is often characterized by the existence of good school conditions, the requirements have been met and other components that must exist in an educational institution. These components include inputs, processes, outputs, educational personnel, infrastructure and costs. Improving the quality of education is a development target in the national education sector, and is the most important part of efforts to improve the quality of a student. In Law no. 20 of 2003 article 03 concerning the National Education System (2012: 55) that: National education functions to develop abilities and shape the character and civilization of a dignified nation, in order to make the life of a community more intelligent, which aims to develop the potential of all students. to become a human being who believes and is devoted to God Almighty, has noble character, is knowledgeable, capable, independent, and becomes a democratic citizen and a responsible citizen.

The first step that must be taken by educational institution managers to create good and quality educational institutions is to always pay attention to and identify the wishes of the parties involved, namely:

- a. Government, namely the compliance of an educational institution manager with all regulations imposed by the government through the education service.
- b. Students and parents, desire to receive good service resulting in quality, virtuous, skilled and responsible graduates.
- c. Community, requires a work environment that is cool, comfortable and conducive to self-development.

- d. Educators and educational staff need good welfare, guaranteed health and safety.
- e. Investors, expect a good reputation of educational institutions.

Other institutions require a competitive and ready workforce. Apart from the things above, to manage educational institutions a good and accountable management system is needed. One of the appropriate management systems for the educational environment is the Quality Management System, which is a management system that can be used to manage an organization/educational institution in achieving a goal or target. The basic pattern of a quality management system is what we do and after we do it, we write it (planning and reporting) and what we write we do, which is better known as the PDCA (Plan - Do - Check - Action) pattern. There are 7 basic principles of quality management in implementing a quality management system (ISO 9001: 2015), namely:

- a. Focus on customers.
- b. Leadership.
- c. People's involvement.
- d. Process approach.
- e. Continuous improvement.
- f. Decision making based on facts.
- g. Mutually beneficial relationships with suppliers.

The existence of superior classes is an implementation of Law of the Republic of Indonesia Number 20 of 2003 concerning the National Education System which states: "Citizens who have special intelligence and talent potential are entitled to receive special education". Developing and improving the quality of education, producing human resources, increasing the abilities and knowledge of teaching staff so they can face global competition and create competitive advantages are the goals of the superior class program."

According to Suhartono and Ngadirun in Hanun (2016: 7), superior or superior classes are classes that have been designed to provide adequate learning services for students who have extraordinary abilities. One of the aims of having superior classes is: 1) developing and improving the quality of an educational institution, 2) producing quality human resources or graduates, 3) increasing the skills and knowledge of teaching staff, 4) developing the potential that a school already has, 5) increase the ability to face competition in the world of education by creating competitive advantages. With this program, MTs Al Amiriyyah is trying to create a strategy to improve the quality of education through this superior class program. Strategy itself is a science or step to achieve a planned goal and objective.

The strategy used by MTs Al Amiriyyah Blokagung through superior class programs can improve the quality of institutional education in order to make changes for the better. Changes must be carried out independently, because it is impossible for outside parties to encourage change while they themselves do not make any changes. This is in line with the Al-Qur'an verse in surah Ar-Ra'd verse 11 which reads which means: "Indeed, Allah does not will change the situation of a people before they change their own situation" (Department of Religion of the Republic of Indonesia, 2014: 542).

From the verses and interpretations above, it can be concluded that change for the better is very important, and this change must be carried out on the part of the institution by carrying out various strategies. The steps chosen to determine the internal factors possessed by MTs Al Amiriyyah Blokagung are: through the IFAS matrix which includes strengths and weaknesses with the following explanation:

1. Strength

The strengths in question are all the advantages that MTs Al Amiriyyah Blokagung has, namely:

- a. The identity of the institution is an Islamic boarding school-based school.
- b. Professional Human Resources
- c. Competencies of graduates who can accept students into the school they are going to
- d. Darussalam Islamic boarding schools have the largest number of students in Banyuwangi Regency
- e. There is a special dormitory for superior class programs
- f. There is your own mini library
- g. Own laboratory and practice facilities

2. Weakness

The weaknesses in question are the limitations that exist and are owned by MTs Al Amiriyyah, namely:

- a. Extracurricular activities, study clubs and vocab often clash with central boarding school activities.
- b. The program must be in sync with other units because it is still one foundation.
- c. Facilities that must be shared with other units.
- d. There is an attitude of comparing students with other institutions
- e. Culture shock

The steps chosen to determine the external factors possessed by MTs Al Amiriyyah Blokagung are through the EFAS matrix including opportunities and threats with the following explanation:

1. Opportunities

Opportunities that MTs Al Amiriyyah can take advantage of to achieve institutional targets:

- a. New students from various regions of Indonesia
- b. Technology that continues to develop
- c. High demand/interest from the public

2. Threats

The threat to MTs Al Amiriyyah Blokagung Darussalam is as follows:

- a. Competition from other junior high school units that provide superior classes, both within the same foundation and throughout Banyuwangi Regency
- b. Similar superior class programs from other junior high school units.

After knowing the internal and external factors of MTs Al Amiriyyah Blokagung, an application was carried out using the SWOT matrix, which resulted in four possible alternatives owned by MTs Al Amiriyyah Blokagung, namely SO (Strengths-Opportunities) strategy, WO (Weaknesses-Opportunities) strategy, ST strategy (Strengths-Threats) WT (Weaknesses-Treats) strategy with the following explanation:

1. SO Strategy (Strengths-Opportunities)

Leveraging the strengths of identified opportunities:

- a. Selective selection process for superior class students
- b. Improving teacher quality
- c. Additional hours in focused subjects
- d. Maximizing Study Club and vocab in the dormitory

2. Minimize weaknesses to take advantage of opportunities:

- a. There is socialization so as not to compare each other
- b. There is new student counseling guidance to reduce Culture Shock
- c. Complete special dormitory facilities for excellent class programs

3. ST Strategy (Strengths-Threats)

Creating strategies that use strengths to overcome threats:

- a. Improve existing activities.
- b. Complete mini library facilities

4. WT Strategy (Weaknesses-Treats)

Minimize weaknesses to avoid threats:

- a. Maintaining the quality that has been achieved
- b. Strengthening plus values in society in academic and non-academic matters.

D. Conclusion

Conclusions from research related to strategic management of educational quality through superior class programs at MTs Al Amiriyyah Blokagung, namely:

1. Through the SO (Strenghts-Opportunities) strategy, namely in utilizing the strengths of opportunities that have been identified: MTs Al Amiriyyah Blokagung carries out a selective selection process because MTs Al Amiriyyah Blokagung students come from various regions, there are additional hours in subjects that are the focus of the superior program, namely SCIENCE and muroja'ah lessons, as well as maximizing study clubs and vocab in the dormitory which helps students get more lessons outside of school hours.
2. Through the WO (Weaknesses-Opportunities) strategy, namely minimizing weaknesses in order to take advantage of opportunities: MTs Al Amiriyyah Blokagung provides direction or socialization to students, as well as providing counseling guidance to students so

- they can quickly adapt to new environments, as well as equipping special dormitory facilities for superior class programs.
3. Through the ST (Strenght-Treaths) strategy, namely using force to overcome threats: MTs Al Amiriyyah Blokagung increased activities that were already underway, as well as building a mini library for students to increase MTs Al Amiriyyah students' interest in reading.
 4. Through the WT (Weaknesses-Treaths) strategy, namely minimizing weaknesses in order to avoid threats: MTs Al Amiriyyah Blokagung must maintain the quality it has achieved, as well as strengthening the plus values in society in academic and non-academic terms.

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