



## **REFLECTION OF STRATEGIC MANAGEMENT IMPLEMENTATION IN IMPROVING THE QUALITY OF EDUCATION IN SULTAN AGUNG, PRIVATE JUNIOR HIGH SCHOOL, PEMATANGSIANTAR**

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**Abstract:** In the face of increasing competition between schools, schools are required to be able to implement a variety of superior strategies in dealing with competitors. Strategic management is the most appropriate choice in facing competition among schools because strategic management is a way which is oriented towards the future and is based on an analysis of internal and external environments. By following the process of the stages in the strategic management, schools can consider appropriate decisions, follow-up and strategic choices in dealing with the developments and changes in the educational situation. Sultan Agung Private Junior High School, is one of the favorite private schools in Pematangsiantar City which is nationally cultured based. To become a quality private school, Sultan Agung Private Junior High School also takes the form of improving the quality of education in its schools which refers to the 8 National Education Standards, namely Graduates Competency Standards, Content Standards, Process Standards, Education Assessment Standards, Educators and Education Personnel Standards, Means and Standards Educational Infrastructure, Educational Management Standards and Financing Standards. Strategic management as to improve the quality of education in Sultan Agung Private Junior High School, Pematangsiantar is carried out through 3 stages, namely strategic management planning, implementing strategic management and evaluating strategic management.

Keywords: Strategic Management, Education Quality, National Education Standards

### **1. Introduction**

Education is an essential process of maturation of quality life. Through this process, it is expected that humans can understand about the meaning and nature of life as well as for what and how to carry out their life duties correctly. That is why the focus of education is directed at the formation of superior personalities by focusing on the maturation quality process of our logic, heart, morals and faith. The pinnacle of education is the achievement of the perfection point in quality life.

According to Article 1 of the National Education System Law Number 20 Year 2003, National Education functions to develop capabilities and shape the character and civilization of a dignified nation in order to educate the life of the nation, aiming at the potential developing of students to become the human beings who believe in and fear of Almighty God, virtuous characters, healthy, knowledgeable, capable, creative, independent and being a democratic and responsible citizen.

From time to time, one of the problems faced by the world of education in Indonesia is the low quality of education at each level and unit of education. The low quality of education in Indonesia can cause a blockage in the provision of human resources with expertise and skills to meet with the nation's development in various fields.

To face the increasing competition among schools, schools are required to be able to implement a variety of superior strategies in dealing with competitors.



Strategic management is the most appropriate choice in facing competition among schools because strategic management is oriented on the future and is an analysis of internal and external environments based. By following the process of the stages in strategic management, schools can consider appropriate decisions, follow-up and strategic choices in dealing with developments and changes in the educational situation.

Through strategic management, the thing that must be considered is the quality of educational institutions since all management components of education are always oriented towards achieving quality. All education and learning programs or activities in educational institutions are essentially directed at achieving quality. Thus a quality school will be created. Creating a quality school is not as easy as turning our hand. All must be started by hard work and all school components' willingness and ability to be proactive to fetch the ball with planned programs and activities, process and earnest evaluation.

Sultan Agung Private Junior High School, is one of the favorite private schools in Pematangsiantar City which is nationally cultured based. To become a quality private school, Sultan Agung Private Junior High School also takes the form of improving the quality of education in its schools which refers to the 8 National Education Standards, namely Graduates Competency Standards, Content Standards, Process Standards, Education Assessment Standards, Educators and Education Personnel Standards, Means and Standards Educational Infrastructure, Educational Management Standards and Financing Standards.

Based on the 2018 quality report card mapping, Sultan Agung Private Junior High School, pematangsiantar received a category \* (1 star) for graduate competency standards, category \* (1 star) for content standards, category \* (1 star) for process standards, category \* (1 star) for education assessment standards, category \*\*\* (3 stars) for educators and education personnel standards, category \*\*\* (3 stars) for educational facilities and infrastructure standards, category \* (1 star) for education management standards and category \* (stars 1) for financing standards.

The lack of standard values obtained by Sultan Agung private Junior High School, Pematangsiantar is not entirely due to the lack of quality of the school, but partly due to the lack of socialization regarding the internal quality assurance system. So that now the Principal of Sultan Agung Junior High School, Pematangsiantar is collaborating with all teachers, staff, staff, school committees and other school members concerned to improve the quality of education of the school as a whole and continuous in order to become a high quality favorite school.

Based on the background of the above problems, the authors are interested in conducting research to find out the extent of the application of strategic management in improving the quality of education in Sultan Agung Junior High School, Pematangsiantar.

## **2. Method**

This research is a descriptive study that is a study that only describes and reports a situation, an object or event without drawing general conclusions. The



approach used in this study is a pedagogical approach, which is an approach that is carried out from the standpoint of science.

This research is a type of field research and includes qualitative research to understand the phenomena associated with the formulation of the problem. Data collected by interview, observation and documentation techniques. Data were analyzed by data reduction, data presentation and conclusion drawing / verification.

### **3. Results and Discussion**

Based on research conducted in Sultan Agung Junior High School, Pematangsiantar, the results of the study are as follows:

#### **Strategic Planning in Improving the Quality of Education in Sultan Agung Junior High School, Pematangsiantar**

Strategic planning in improving the quality of education in Sultan Agung Junior High School, Pematangsiantar contains the entire process of activities related to the formulation of vision, mission and goals, internal and external factor analysis (SWOT analysis), short, medium and long term planning and formulation of superior strategies in improving quality education in Sultan Agung Junior High School, Pematangsiantar/ Strategic planning must be done because it aims to create all activities carried out effectively and efficiently so that it is in accordance with the plans that have been arranged.

The strategic planning process includes four program activities that serve as institutions to improve the quality of education, namely:

1. Formulation of vision, mission and goals

The formulation of the vision, mission and goals is led by the Principal by involving various parties such as the Public Relations Foundation of Sultan Agung College, vice principal in Curriculum field, vice principal in students affair, vice principal in facilities and infrastructure, teachers, staff / staff and school committees. Involvement of various elements of institutional stakeholders are to obtain the maximum results and in accordance with the expectations of all parties.

1) Vision of Sultan Agung private Junior High School, Pematangsiantar

The vision of Sultan Agung Private Junior High School, Pematangsiantar is Excellence in Achievement Based on Confidence, Faith and God-fearing.

2) Mission of Sultan Agung Private Junior High School, Pematangsiantar

(1) Carrying out teaching and learning processes and guidance effectively which refers to the CBC.

(2) Implementing and exploring input innovations and learning processes.

(3) Increasing student learning achievement and carry out extracurricular activities.

(4) Improving the professionalism of teachers, employees and employees.

(5) Increasing community participation mobilization.

3) The aim of Sultan Agung private Junior High School, Pematangsiantar

(1) Short term goals

- Improving the ability to implement School Based Management

(SBM) in schools.

- Increasing input innovation and the learning process.
- Increasing the professional development of teachers, employees and employees.
- Increasing mobilization of society participation

(2) Medium-term goals

- Fulfill good educational equity and justice.
- Fulfill quality, efficient and relevant education with high competitiveness.
- Fulfill transparent, accountable, effective and participatory education.
- Fulfill good educational governance.
- Fulfill the competence of students who are able to compete in the global era.

2. Identify internal and external factors (SWOT analysis)

The formulation of SWOT analysis is carried out by identifying, observing and analyzing the internal and external environment in a careful and detailed manner for the success of the vision and mission to be achieved through joint deliberations with the parties involved consisting of the school principal, vice principal in Curriculum field, vice principal in students affair, vice principal in facilities and infrastructure, Sultan Agung public relations foundation, teachers, staff / staff and school committees.

SWOT analysis on Sultan Agung Pematangsiantar Private Junior High School can be seen in the following figure:

<b>SWOT ANALYSIS OF SULTAN AGUNG PRIVATE JUNIOR HIGH SCHOOL, PEMATANGSIANTAR</b>		
	<b>Strength (S)</b> 1. Support from the school foundation 2. Strategic location 3. Great number of masters' degree graduates 4. Affordable school fee 5. Various extracurricular activities	<b>Weakness (W)</b> 1. Lack of Teachers' ethics performance 2. Lack of ITC mastery
<b>Opportunities (O)</b> 1. Financial support from Indonesian government (BOS) 2. Donation support from the society 3. Good image title from the society	<b>SO strategies:</b> 1. To increase the quality of the human resources and the educational staffs 2. To develop the extracurricular activities	<b>WO strategies:</b> 1. To use the financial support from the Indonesian government (BOS) for the teachers' training in ICT

<b>SWOT ANALYSIS OF SULTAN AGUNG PRIVATE JUNIOR HIGH SCHOOL, PEMATANGSIANTAR</b>		
		2. To give the motivation for teachers' better ethic performance
<b>Threats (T)</b> 1. The increasing number of the competitors 2. Skillful and aggressive competitors	<b>ST strategies:</b> 1. Creative and innovative in teaching learning process 2. Have achievements in various competitions	<b>WT strategies:</b> To recruit the good and qualified teacher in their profession

Source: Sultan Agung Pematangsiantar Private Junior High School (2019)

**Figure 1. SWOT Analysis of Sultan Agung Private Junior High School, Pematangsiantar**

- Short, medium and long term planning  
 The formulation of short, medium and long term planning in Sultan Agung Private Junior High School, Pematangsiantar is by evaluating the implementation of the previous year's program by relating it to the following year's program. The process of formulating short, medium and long term planning also involves the school principal, vice principal in Curriculum field, vice principal in students affair, vice principal in facilities and infrastructure, Sultan Agung public relations foundation, teachers, staff / staff and school committees.  
 Short, medium and long term planning of Sultan Agung Pematangsiantar Private Middle School can be seen in the following table:

**Table 1**  
**Short, Medium and Long Term Planning**  
**Sultan Agung Private Junior High School, Pematangsiantar**

No	Activities	School Years											
		2014/2015		2015/2016		2016/2017		2017/2018		2018/2019			
		I	II	I	II	I	II	I	II	I	II		
1.	Development of Graduates Competency Standards												
	a. score standard Preparation	V		V		V		V		V		V	
	b. Enrichment program	V	V	V	V	V	V	V	V	V	V	V	V
		V		V		V		V		V		V	

No	Activities	School Years									
		2014/2015		2015/2016		2016/2017		2017/2018		2018/2019	
		I	II	I	II	I	II	I	II	I	II
	c. National examination Preparation d. Study of score standard competence	V	V	V	V	V	V	V	V	V	V
2.	Development of Content Standards a. Annual program preparation b. Compilation of semester programs c. Preparation of syllabus	V		V		V		V		V	
3.	Development of Process Standards a. Procurement of supporting facilities for teaching learning process b. Selection of superior classes c. Compilation of student programs d. Extracurricular activities arrangement	V	V	V	V	V	V	V	V	V	V
4.	Development of Standard Assessment a. Daily tests b. Semester Mid test c. Semester Final test d. Practical exam e. School exams f. National Examination	V	V	V	V	V	V	V	V	V	V
5.	Development of Educator and Education Staff Standards a. Discussion among teachers activities b. Teacher training	V	V	V	V	V	V	V	V	V	V

No	Activities	School Years									
		2014/2015		2015/2016		2016/2017		2017/2018		2018/2019	
		I	II	I	II	I	II	I	II	I	II
	c. Principal's training	V	V	V	V	V	V	V	V	V	V
6.	Development of Facilities and Infrastructure Standards	V	V	V	V	V	V	V	V	V	V
	a. Building maintenance	V	V	V	V	V	V	V	V	V	V
	b. expenditure of the laboratory equipment and materials	V	V	V	V	V	V	V	V	V	V
	c. Cleanliness and garden care	V	V	V	V	V	V	V	V	V	V
7.	Development of Management Standards										
	a. Preparation of the school's vision, mission and goals	V		V		V		V		V	
	b. Implementation of teacher / employee service meetings	V	V	V	V	V	V	V	V	V	V
	c. Preparation of the administration program	V	V	V	V	V	V	V	V	V	V
	d. Academic supervision	V	V	V	V	V	V	V	V	V	V
8.	Development of Financing Standards										
	a. School household activities, resources and services	V	V	V	V	V	V	V	V	V	V
	b. Preparation of school programs	V		V		V		V		V	
	c. Salary	V	V	V	V	V	V	V	V	V	V
	d. Conduction and maintenance of ICT equipment	V	V	V	V	V	V	V	V	V	V

Source: Sultan Agung Private Junior High School, Pematangsiantar (2019)





4. Determine superior strategies  
Formulation of a superior strategy in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar by collaborating with the related parties such as school principals, vice principal in Curriculum field, vice principal in students affair, vice principal in facilities and infrastructure, teachers, staff / staff and school committees (stakeholder).  
The formulation of superior strategies in Sultan Agung Pematangsiantar Private Middle School are:
  - 1) Olympic training for high-achieving students in academic and non-academic fields.
  - 2) Giving additional tutoring for class IX students in preparation for the national examination
  - 3) Giving enrichment to outstanding students both in academic and non academic fields.
  - 4) Providing remedial to students who get incomplete grades.
  - 5) Providing intensive and effective self development with professional instructors in accordance with their respective fields (sports, arts, skills and religion).
  - 6) Providing counseling services to students who have problems.

#### **Implementation of Strategic Management in Improving the Quality of Education in Sultan Agung Private Junior High School Pematangsiantar**

The implementation of strategic management is the key to success in order to achieve high quality education. Implementation of strategic management in improving the quality of education in Sultan Agung Private Junior High School Pematangsiantar involves principals, vice principal of curriculum, vice principal of students affair, vice principal of facilities and infrastructure, teachers, employees / staff, school committees, Sultan Agung foundation of Pematangsiantar and stakeholders.

The implementation of strategic management includes:

1. Determine school policies  
Policies are rules, rules or values that must be carried out by schools. Policies in the form of rules that have been arranged by the government and the school itself. The policies set by Sultan Agung Private Junior High School, Pematangsiantar are to follow the policies set by the government, namely:
  - 1) Applying the 2013 curriculum in the learning process.
  - 2) Implementing cultural and character education in schools.
  - 3) Improving the quality of educators through Teacher Competency Test (UKG).
  - 4) Providing IT training for teachers.
  - 5) Increasing teachers' knowledge through seminars and workshops.
  - 6) Implementing School Based Management (SBM) in improving the quality of education.
  - 7) Suggesting all teachers to follow the teacher certification program.
  - 8) Teachers' training to improve their competence.





Sultan Agung Private Junior High School, Pematangsiantar also makes its own policies, namely:

- 1) Establish superior programs in the fields of sports, arts, skills and religion.
  - 2) Make an order for the teacher and students.
  - 3) Providing additional Mandarin subjects.
2. Motivate the employees
- In enhancing the professionalism and competence of educators and education personnels, thus the principal provides motivation, direction and instruction to educators and education staff through:
- 1) Plenary meetings to provide guidance and direction to educators and education personnel so that they can carry out their duties properly. Through this plenary meeting, the school principal provides an opportunity for educators and education staff to express their opinions both in the form of suggestions and criticisms in making decisions or to improve and improve the quality of education in Sultan Agung Private Junior High School, Pematangsiantar.
  - 2) Encourage educators and education personnels to continue their studies to improve the quality of their human resources.
  - 3) Implement a fair reward and punishment system for educators and educational staffs.
3. Allocate human resources
- In creating an effective learning process, it is necessary to allocate human resources in accordance with their respective fields. This is done to improve student achievement. How to allocate human resources through the principle of "the right man on the right place" in accordance with the competencies and certificates of expertise possessed. Even though resources have been allocated according to their respective competencies and expertise, it still requires supervision from the principal to improve the performance of human resources in Sultan Agung Private Junior high School, Pematangsiantar
4. Develop a culture that supports strategy
- School culture is the values held by the school community, obtained from the school or the environment and reflected in everyday life that characterizes a school (culture). School culture can be created through habituation. As for the culture carried out to support the strategy in Sultan Agung Private Junior High School, Pematangsiantar, namely:
- 1) Professional, reflecting competence and expertise, namely:
    - (1) Carry out their work according to the job competency.
    - (2) Carry out their work in accordance with their respective duties and functions as both educators and education staff.
    - (3) Carry out work in accordance with the operational procedures standard that have been arranged.
    - (4) Carry out the work in earnest.
  - 2) Discipline reflects on the characters, namely:
    - (1) Educators and educational staffs, students must be present on time.
    - (2) Comply with all the stipulated regulations.
    - (3) Complete the work properly and on time.



- 3) Responsibility reflects on the awareness in carrying out the duties and functions, namely:
  - (1) Having a commitment to the work given.
  - (2) Dare to admit mistakes, willing to accept the consequences and willing to make improvements.
  - (3) Responsibility in completing work given.

The problems faced in implementing strategic management in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar come from individual educators and education personnel. Many educators and education personnel in Sultan Agung Private Junior High School, Pematangsiantar have fallen asleep in the comfort zone and are no longer willing to accept changes because most educators and education personnel in Sultan Agung Private Junior High School, Pematangsiantar are aged and have served for decades and some even up to 40 years that the senior teachers there is very high.

### **Evaluation of Strategic Management in Improving the Quality of Education in Sultan Agung Private Junior High School, Pematangsiantar**

Evaluation of strategic management in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar aims as a continuous improvement to improve the quality of education. The implementation of strategic management evaluation in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar involves all school stakeholders. In this case, the principal directly leads the process of evaluating the results of the evaluation activities. Lack of evaluation results is made as a record to be corrected and carried out in the future.

Evaluation of strategic management in improving the quality of education in Sultan Agung Private Junior High School Pematangsiantar includes:

1. Monitor all results of the creation and implementation of the strategy  
The school principal as the highest position holder in Sultan Agung Private Junior High School Pematangsiantar monitors and supervises all activities starting from planning, organizing, conceptualizing activities to implementing them.  
Monitoring and supervision conducted by the Principal of Sultan Agung Private Junior High School Pematangsiantar Middle include:
  - 1) Conducting a plenary meeting to discuss each problem in implementing their respective tasks and functions both educators and education staff.
  - 2) Monitor the progress of each activity from the planning process to the implementation of strategic management.
  - 3) Perform supervision in every activity.
  - 4) Conduct intensive performance appraisal.The obstacles in carrying out supervision of the implementation of strategic management in improving the quality of education in Sultan Agung Private Junior High school, Pematangsiantar is the limited time in the teaching schedule due to the number of tasks that must be completed and the limited means that involve relevant parties such as WK, teachers, employees / staff, school committee and foundation.



2. **Measuring individual and school performance**  
Measuring individual and school performance aims to determine the level of success of activities that have been carried out based on strategic planning so that if there are problems that occur can be immediately addressed. The principal of Sultan Agung Pematangsiantar Private Junior High School measures individual and school performance through:
  - 1) Supervise during the learning process and learning outcomes implemented.
  - 2) Conduct a Teacher Performance Assessment (PKG) to assess the ability of teachers to apply all the competencies and skills needed during the learning process.
  - 3) School Self Evaluation (EDS) is carried out with all existing ranks by reviewing the vision, mission and goals of the Sultan Agung Pematangsiantar Private Junior High School, Pematangsiantar and evaluations are conducted every three months.The obstacles in measuring the performance of individuals and schools in Sultan Agung Private Junior High School, Pematangsiantar is the limited time in teaching time due to the number of tasks that must be completed, the lack of facilities that can support success and the lack of competent human resources and the lack of support from foundations to discipline the performance of educators and education personnel.
3. **Take improvement steps**  
Principal of Sultan Agung Pematangsiantar Private Junior High School took corrective steps by evaluating the planning and implementation of the previous year's strategic management to be used as a reference for planning and implementing strategic management for the following year through the School Self-Evaluation Document (EDS) of the previous year. Principal of Sultan Agung Junior High School, Pematangsiantar continuously look for failures, problems, obstacles from the activities carried out and find the solutions to the causes of failure and solutions to solve the problems in order to improve the quality of education in Sultan Agung Private Junior High School, Pematangsiantar

#### **4. Conclusion**

Based on the discussion of the problems in the previous chapter, it can be concluded as follows:

1. Strategic management planning in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar includes (1) development of vision, mission and goals; (2) identification of internal and external factors (SWOT analysis); (3) long, medium and short term planning; and (4) determination of superior strategies. Strategic management planning in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar is carried out by the Principal by involving various parties such as the Sultan Agung College Foundation Public Relations, vice principal in Curriculum, vice principal in students affair, vice principal in facilities and Infrastructure, teachers, staffs and school committees.



2. Implementation of strategic management in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar includes: (1) determining school policies; (2) motivating employees; (3) allocating human resources; and (4) developing a culture that supports strategy. Implementation of strategic management in improving the quality of education in Sultan Agung Pematangsiantar Private Junior High School involves principals, vice principal in Curriculum, vice principal in students affair, vice principal in facilities and Infrastructure, teachers, staffs and school committees, Sultan Agung Pematangsiantar Foundation and stakeholders.
3. Evaluation of strategic management in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar includes: (1) monitoring all the results of arranging and implementing strategies; (2) measuring individual and school performance; and (3) take improvement steps. Evaluation of strategic management in improving the quality of education in Sultan Agung Private Junior High School Pematangsiantar is carried out by the Principal by involving various parties such as the Sultan Agung College Foundation Public Relations, vice principal in Curriculum, vice principal in students affair, vice principal in facilities and Infrastructure, teachers, staffs and school committees.

### **Suggestion**

Strategic management activities to improve the quality of education in Sultan Agung Private Junior High School, Pematangsiantar from planning to evaluation, there are still found obstacles, shortcomings and problems. For this reason, the authors provide suggestions for improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar for the better performance in the future, namely:

1. **Suggestions to the Educational Department in Pematangsiantar**  
Educational Department in Pematangsiantar should routinely provide education quality assurance socialization to all schools to let the school community get to know more information about quality assurance of school education.
2. **Advice to the Sultan Agung College Foundation**  
Sultan Agung College Foundation should provide support to the Sultan Agung Private Junior High School Pematangsiantar principals in implementing strategic management to improve the quality of education through the support of facilities and infrastructure and material support for obtaining the maximum performance result
3. **Advice to the Principal**  
The Principal should always motivate educators and educational staffs to be able to work together in improving the quality of education in Sultan Agung Private Junior High School, Pematangsiantar in a continuous effort.
4. **Advice to Teachers**  
Sultan Agung Private Junior High School Pematangsiantar teachers should increase their awareness in completing their assignment tasks correctly as demonstrated through their performance so that they can support the



- improvement of the quality of education in Sultan Agung Private Junior High School, Pematangsiantar
5. Suggestions to the vice principals  
The vice principals in Sultan Agung Private Junior High School Pematangsiantar need to be more proactive, creative and innovative in assisting the work of school principals through the preparation of the documents needed to support the achievement of the quality of education in Sultan Agung Private Junior High School.
  6. Suggestions to School Committees  
We recommend that the Sultan Agung Private Junior High School committee Pematangsiantar can provide advice, input and criticism to the school through the Principal in order to improve the quality of education in Sultan Agung Private Junior High School Pematangsiantar to run the programs more optimally.

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