

QUALITY OF EDUCATIONAL MANAGEMENT AT THE ELEMENTARY SCHOOL (CASE STUDY ON MADRASAH IBTIDAIYAH JAKARTA)

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Abstract

Tujuan penelitian ini adalah untuk mengetahui : (1) Bagaimanakah pelaksanaan pengelolaan pendidikan Madrasah Ibtidaiyah, (2) Masalah- masalah apakah yang ditemui di dalam pelaksanaan pengelolaan pendidikan di Madrasah Ibtidaiyah, (3) Perbaikan apa yang dilakukan sekolah untuk memperbaiki mutu sekolah. Metode yang digunakan dalam penelitian ini adalah metode deskriptif kualitatif, dengan melakukan wawancara mendalam, observasi dan studi dokumen. Sedangkan unit analisis dalam penelitian ini adalah Kepala Madrasah, Guru dan staf serta warga Madrasah Ibtidaiyah Al Jihadiyah Bintaro. Instrumen yang digunakan untuk menjangking data-data yang dibutuhkan dalam penelitian pelaksanaan pengelolaan dan masalah-masalah yang dihadapi di Madrasah Al Jihadiyah Bintaro, diolah dan dianalisis sesuai dengan rumusan masalah yang telah ditetapkan. Hasil Penelitian menunjukkan bahwa terdapat tujuh unsur pokok perbaikan dalam pelaksanaan Madrasah Ibtidaiyah Bintaro. Hasil perbaikan ini berguna bagi perbaikan mutu sekolah.

Kata kunci: Kualitas Pengelolaan Pendidikan, Perbaikan Mutu Sekolah, Madrasah Ibtidaiyah

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INTRODUCTION

Education is one of the most important development factors in order to prepare qualified human resources (HR). The general goal of long-term development is the creation of human qualities that ultimately create an advanced and independent Indonesian human quality. It has also been internationally recognized that education is a form of human resource investment that is more important than physical capital investment. Astin (1987). In relation to the quality of education management of Madrasah Ibtidaiyah, the government together with the private sector continuously strives to realize the mandate through various quality education efforts such as through the development and improvement of curriculum, evaluation system, improvement of educational facilities, development and procurement of teaching materials, and training for educators and workers other education. Barg (2000).

The low quality of graduates that is marked by the low value of UN VI grade students Madrasah Ibtidaiyah is a problem faced by Madrasah Ibtidaiyah today. The low quality of graduates makes it difficult for them to compete for school destination. Many factors that determine the quality of graduates Madrasah Ibtidaiyah today. The limited cost of education that can be provided by the government and society is a problem that is not easy to overcome. In the current economic and financial crisis conditions experienced by the society today, the cost of education will be a serious enough obstacle, because madrasah will have difficulty in the cost of education from the community. The visionary Madrasah head will take into account how the potential of teachers and other resources . Leadership of Madrasah Principals is considered qualified if the madrasah is able to provide satisfactory service to the community of its customers. (Saleh, 1985).

Furthermore, Wiratmadja (1983) provides advice on the policy that can be taken in the field of education, in Indonesia to welcome the 21st century, among others: 1. A balanced education between physical needs and spiritual needs, 2. Education serves as a support to improve the standard of living, 3. Environmental education including population education, 4. Education serves to maintain and improve national stability. By looking at the problems facing the world of education in the future, how the learning process or learning system suitable for the development of resources in the future. Therefore the learning process is not only to develop intellectual, but also to develop aesthetic, cultural and linguistic values as well as morals and religion. It is in this context that management talks in the framework of improving the world of education become very important. Totally educational management can be interpreted as an effort or attempt to solve the problem of education. In practice, the management of education can be an idea, goods, method, perceived or observed as a thing for a person or group of people either in the form of invention or discovery, which is used to achieve the educational goal or to solve the educational problem.

MI Al-Jihadiyah Bintaro located in Bintaro based on the above legal provisions formally juridically recognized its existence. In his journey to take part to seek the intellectual life of the nation, he has become an educational institution that is interesting enough in Bintaro society, especially for researchers to learn more about MI Al Jihadiyah Bintaro. One interesting aspect that can be caught is its existence in the middle of the basic schooling in Bintaro. In this city, Madrasah is supposedly less desirable community. Instead he appears to be a "fondness" of the community to compete in sending their sons and daughters to the Institute. Education Management is an activity related to the implementation of educational units by utilizing various educational resources, such as facilities and infrastructure, funding, and labor. Educational management is an activity conducting education on educational unit which is implemented based on the principle of autonomy, accountability, quality assurance. and transparent evaluation. Educational management is implemented in the framework of successful implementation of educational unit. Educational management needs to be oriented towards the development of science (Advancement of knowledge) and advancement of education. Management activities in it there are several sub activities, among others: Planning organizing, leading and controlling. Therefore, management often means the activities of planning, organizing, leading and controlling organizations with all its aspects in order to achieve organizational goals effectively and efficiently.

By considering the limits of the management of basic education in particular Madrasah Ibtidaiyah, Educational Management is defined as activities related to managing (planning, organizing, leading and controlling) by utilizing various resources, including wealth, funds and labor, with the aim of achieving competitive advantage through the application of the principle of Professionally managed resources, based on the principles of efficiency, effective, autonomy, and accountability. (Lecturer Team of FIP-IKIP Malang, 2000). Management of education in elementary education including Madrasah Ibtidaiyah is done by a Head of Madrasah / unit as the responsibility of each unit of Madrasah Ibtidaiyah education is managed on the basis of annual work plan which is a detailed description of the work plan of the 4 years old education unit covering: Calendar Education / Academic which includes learning schedule, repetition, examination, extracurricular activities, and holidays; Schedule of curriculum preparation of educational unit level for next academic year; Suggested are offered in the short semester.

Semester is even and short semester if any; Assignment of educators on Subjects and other activities; Textbook lessons used on each subject; Schedule of use and maintenance of learning facilities and infrastructure; Procurement, use and inventory minimal consumables; Educational quality improvement programs and education personnel covering at least the type, duration, participants and program organizers; Schedule of meetings of the Board of educators, education unit consultation

meetings with parents / wall learners and education arrangement meetings with school / Madrasah committees for primary and secondary education. Budget plan of income and expenditure of education unit for one year working period. Schedule of accountability reporting and performance of education unit for the last year.

Considering the description of managing in the elementary education unit, it can be seen that the management in the Basic Education Unit includes the following: Management of education, Fund and wealth management, Management of education personnel, Abituran management and Management of community relations. Education unit with School / Madrasah committee, for primary and secondary education. It should be pointed out that the limits of educational management in point A point to the definition of educational management in a particular educational unit, while the limits of education management in point C point to the management of educational services. Factors affecting the management of Madrasah Ibtidaiyah Al-Jihadiyah are financing, education financing consists of infestation cost, operational cost and personal cost. The cost of education unit infestations as mentioned above covers the cost of providing facilities and infrastructure; development of human resources, and fixed working capital. Personal costs as mentioned include the cost of education that can be spent by students to be able to follow the learning process regularly and continuously.

The operating costs of the educational unit referred to above include: The salaries of educators and education personnel as well as any allowances attached to salaries, consumable educational Materials or equipment, and indirect educational operating costs in the form of power, water, telecommunication services, all maintenance and infrastructure, overtime, transportation, communications, taxes, insurance, and so forth. Regarding the allocation of funds in various forms of investment effectively and fund raising efforts for investment financing or expenditure effectively. The management of funds and wealth is the activity of managing the funds and wealth of the Madrasah Ibtidaiyah Al-Jihadiyah which is sourced from the government, the community, the outsiders, and the business and savings that are used for the purpose of organizing the management and development of Madrasah Ibtidaiyah. Fund management is an activity of managing various Madrasah financial resources effectively so that the educational objectives are achieved, its activities include financial management experts utilizing various sources in order to support policy, and implement the policy. The wealth management of the facility needs to be done by taking care of existing and building new facilities for the upcoming spiral. Under the conditions of government funding subsidies such as BKG and BKM, the management of education funds needs to be done more carefully, by applying appropriate financial management methodologies, through systematic planning, organizing, controlling, and measuring the achievement of targets so that educational objectives can be achieved. Educators must have qualifications

The management of education personnel in Madrasah Ibtidaiyah includes activities identifying the needs of education personnel, designing development programs, and evaluating activities; improve education, provide various trainings, provide adequate incentives and provide motivation are some things that need to be done in order to man resources at Madrasah. Management of educational personnel should be directed to be able to set up human resources that have a high personal and professional skills that can be relied upon because in fact the education personnel during the work can not be expected. Another thing that should not be ignored is the management of educational personnel, it is necessary to consider the efficiency of employees resulting in waste and often have an impact on low productivity.

METHODS

This research uses descriptive research method. According to Moleong (1988), the descriptive method can be regarded as the problem-solving procedure under study by describing the condition of the subject / object of research (someone, institution, society, and others) at present based on facts that appear or as it is. The main characteristics of descriptive method according to Moleong (1988) are as follows: The first focuses on the problems that exist at the time of current or actual problems; secondly, drawing facts about the problem under investigation as it is, accompanied by an accurate rational interpretation.

RESULT AND DISCUSSION

A. Implementation of Education Management

Based on the findings in the field, has presented the data and information collected in the research took place. The information is a clear picture of the implementation of education management in Madrasah Ibtidaiyah Al-Jihadiyah Bintaro South Jakarta has found seven important things in the implementation of education management from informants Foundation, Head of Madrasah, Teachers, Administration, and School Committee. The following sections will analyze the facts that have occurred based on the theoretical perspective of education management. The implementation of education management are as follows:

a. Management / management of curriculum administration

The Madrasah Ibtidaiyah Al-Jihadiyah has good management in preparing active, creative learning residents in learning activities both inside and outside the classroom. Competency-based curriculum program is used more emphasis on the process and

learning outcomes. The teaching targets are based on the provisions of the school curriculum, the basic framework and structure. The curriculum management performs the functions of planning, organizing functions, and control functions for the successful implementation of the curriculum.

b. Administrative management and learning time

To support the teaching process at Madrasah Ibtidaiyah Al-Jihadiyah each teacher arranges the timing of each subject to describe the learning activities during the first and second grade process, the Madrasah Ibtidaiyah Al-Jihadiyah is provided with 27 hours or lessons distributed to 34 until 40 Sunday. Related to that the Ministry of Religious Affairs details as follows: Time allocation of 27 lessons can be arranged as follows: a. 20% for Religion, b. 50% for reading and beginning and counting and c. 30% for knowledge, civic education and social knowledge, handicrafts, art and physical education. While for class 3 to 6 have an allocation of 37 hours a week, the allocation of time for the average lesson is a central , while Madrasahs may increase the allocation of time or change the time allocation by one hour of face-to-face lesson for 40 minutes.

c. Management of facilities for administrative processes

Teachers wishing to complete the administrative work include entering student values data to make a report of learning outcomes to parents, principals of Madrasahs, and other relevant institutions. He must use an existing computer tool with no need for a long time.

Schools / Madrasahs should strive to provide facilities and infra structure, especially computers so that teachers who want to complete the administrative work to make reports of learning outcomes and analysis of learning outcomes do not wait when the computer is not used. Surakmad (1984) argues that the management of facilities and infrastructure is a series of activities starting and planning and sourcing needs, procurement, storage, distribution and maintenance, as well as the elimination of materials / equipment (basic education infrastructure).

d. Management of student administration

Measuring the success of management student demands the ability to collect and manage data both at school and around the school, the calculation of capacity to target school and time, determining the standard number of students APKAPM class (participation rate is rough and pure). The high morale of the managers (Head of Madrasah, Teachers, TU, and School Committee) with the level of satisfaction / pleasure perceived in carrying out the task will result in data collection of students whose accuracy can be accounted.

e. Management of labor administration

In Madrasah Ibtidaiyah Al-Jihadiyah found the following things: (a) the function of planning and determining needs which include, employee procurement program, placement and employee utilization program, coaching and development program, employee improvement program such as promotion and assignment, and employee control programs, (b) budgeting functions. This function is to formulate the amount of funding needed to implement the programs. (c) placement function. This function is an employee placement activity that has been selected to immediately work on a fixed location. (d) procurement function. Includes employee procurement in the form of open employee selection. (e) development and employee development function. This activity conducts guidance and employee development including training, assignment, develop employee career and improve employee qualification. (f) employee alteration. This activity undertakes the transfer of employees such as transfer of homeroom, dismissal and promotion (g) employee control. That is supervision, monitoring, appraisal, admonition, reward and punishment. In connection with the above matters, it is in line with the opinion of Fatah (2001) which states as follows: Fungsi planning and determining needs, budgeting functions, employee recruitment functions, placement and employee functioning, coaching and development functions and function employee.

f. Organizational Structure of Madrasah Ibtidaiyah Al Jihadiyah

According to Surya (1992), the organization is a group of people united in an efficient cooperation effort to achieve functional goals, Madrasah as an organization or educational institution has a mission that is supported by various activities involving many things, namely man, money, and messages that must all be well organized and precise. The Madrasah Ibtidaiyah Al Jihadiyah has six grade levels. By having each class of 25 students. The total number of students is 150 people, the academic year is 2016/2017, while the total Teachers teaching in the Madrasah are 13 permanent teachers, with details of 3 Provincial Teachers of the Regional Office of the Department of Religious Affairs of DKI Jakarta Province and the remainder of the Master remains the Foundation.

g. Management of financial administration

Financial management activities in Madrasah Ibtidaiyah Al Jihadiyah Bintaro are started and budgeting planning activities, fund extraction, allocation of funds, fund distribution, bookkeeping, and control in the form of book registration, inspection and report, and accountability of all funds available. In connection with that Sartono (1994),

suggests that management is generally associated with planning, organizing, controlling, placement, anger, motivation, communication and decision making.

According to government regulation Republic of Indonesia no. 20 of 2003 on the National Education System: the management of education is the activity of education in the educational unit implemented based on the principles of autonomy, accountability, quality assurance, and transparent evaluation. Education management according to Mulyasa (2004), implemented in the framework of successful implementation of educational unit.

Management activities in it there are several sub activities, among others; planning, organizing, leading, and controlling. Therefore, management often means the activities of planning, organizing, leading, and controlling organizations with all its aspects to achieve organizational goals effectively and efficiently. Based on the findings in the field through interviews and observations there are similarities with the existing theory of education management. Educational management provides various impacts on aspects related to the educational environment either macro, meso or micro to reach the goal. The process of managing education requires a variety of approaches to achieve the objectives, including a system approach and an integrated approach. System approach learns management from system angle, sub system and system component, with emphasis on interaction between components in it. While the integrated management approach is based on prevailing norms and circumstances, studying the past and carefully oriented the future.

The integrated approach according to Saleh (1984) involves dimensioning and optimizing the coordination function and its implementation is supported by the concept of participation management, which has the dimension of context, goals and environment. It is developed into a process of integrated education management whose content lies in the participation and participation of all parties involved in the education management system. In this case it can be argued that in essence the management process refers to efforts to achieve the objectives, which require various involvement (Head of Madrasah, Teachers, Education staff, supervisors and administration), supporting atmosphere, and system approach in accordance with the characteristics of organizations that have vision and mission, function, goals, and strategies of achievement.

The management of education conducted by Madrasah Ibtidaiyah Al-jihadiyah is a management and arrangement of educational resources such as education personnel, learners, madrasah community, curriculum, funding, education facilities and infrastructure, management and educational environment. Categorize the management of education in Madrasah Ibtidaiyah Al-Jihadiyah into two areas, namely administrative and operational management. The administrative field focuses on public administration,

staffing, finance, and school relations activities. Both areas of education management have a very close relationship and appear in operational management activities through administrative activities.

B. The Impact of Education Management in MI Al-Jihadiyah

By knowing the management of education in Madrasah Ibtidaiyah Al-Jihadiyah as revealed in the previous description and after knowing some things related to the problems found, then there are some impacts that arise, including:

a) Reasons for change: The change in terms of increasing the suitability of graduates with the changing needs of the community, increasing the level of ease in carrying out teaching process activities, breaking through or breaking through the bottlenecks and difficulties in achieving educational goals in Madrasah Ibtidaiyah Al-Jihadiyah after teachers oriented to change. This is a much-found field study, improving competitiveness with fellow Madrasahs or with other schools of the same level, eliminating dependence on others, eliminating boredom, due to repetitive activity routines.

b) Change of Madrasah Function

Initially only the management of religious education turned into a general education typical of modern Islamic religion

c) Changes in Individuals: Insights, views, or thoughts, such as the un-Islamic insight into Islam, the attitude that usually accepts what it is to be a citizen, a skill such as from not being able to be. For example, setting up time and syllabus for Master and for fundamental change students, such as laziness to be diligent and so on, appearance, as from the usually uncontrol

d) Contents of Changes in Madrasah Ibtidaiyah Al-Jihadiyah

The Madrasah Al-Jihadiyah made fundamental changes especially in several ways, including: the existence of vision and mission, the program, the strategy and the implementation, the change of Madrasah management from the interdisciplinary intervention of the foundation, the management of school based Madrasah (SBM) the school principals, teachers, education personnel, school committees and the school community, the demands of openness in Madrasah management, the demands of community involvement in Madrasah management, the authority of Madrasah Principals to develop Madrasahs fully.

CONCLUSION

The management of change in Madrasah Ibtidaiyah Al-Jihadiyah has been done by

doing seven changes as mentioned above. The change will be effective if the process of change is marked by several things, among which are: initiated by the madrasah community, based on the community's need for madrasah, jointly planned by the Head of Madrasah, Teachers, Madrasah staff, students, parents and community especially the graduate user community. Change planning is implemented democratically in the definition formulated, implemented, assessed jointly by all madrasah citizens. The existence of good feedback from the results on the program changes in Madrasah Ibtidaiyah Al-Jihadiyah. Based on the theory and the results of observations and interviews conducted on the management of education in Madrasah Ibtidaiyah Al-Jihadiyah to teachers, staff and data found in the field, that the management of Madrasah Ibtidaiyah Al-Jihadiyah success is strongly influenced by the factors of all elements involved in it, among other factors administration, curriculum, student, energy, funding, and all stakeholders Madrasah Ibtidaiyah Al-Jihadiyah.

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