



### STRATEGIC MANAGEMENT OF MADRASAH HEADS IN OPTIMIZING STUDENT LEARNING ACHIEVEMENT AT MIM NGRECO TEGALOMBO

Nuur Azizah<sup>1</sup>, Achmad Ridlowi<sup>2</sup>  
Sekolah Tinggi Agama Islam Nahdlatul Ulama Pcitan<sup>1,2</sup>  
[nuurazizah95@gmail.com](mailto:nuurazizah95@gmail.com)

#### ABSTRACT

This research aims to analyze the strategies implemented by madrasa heads in improving student learning achievement. This research uses a qualitative method with a case study approach. Data was collected through observation, interviews and documentation analysis. The research results show that madrasa heads implement strategic management which includes three main stages: planning, implementation and evaluation. In this process, an analysis of students' interests, talents and preferred subjects is carried out, which is then followed up with an appropriate coaching program. Periodic evaluations are also carried out to measure the effectiveness of the program and adjust strategies as needed. Supporting and inhibiting factors in optimizing student learning achievement are internal factors (interests, talents, motivation, health, cognitive abilities), while external factors (family, community, and school).

**Keywords:** Strategic Management, Optimalization, Student Learning Achievement

#### INTRODUCTION

Education has the meaning of guidance given to children by adults, either in physical or spiritual aspects towards children's maturity. Education begins when a child is born into the world of both parents. Through the imparting of knowledge, skills, and good values, to prepare their children until they become adults. Without educational institutions, education will not be carried out properly and cannot achieve the educational goals that have been set. (Tajimudin & Sanusi, 2020).

Schools as a system have components to each other. The components of the school are students, teachers, principals, curriculum, educational materials, and other educational staff, institutions, environment, environment, learning process, and outcomes. All of these components must be developed and adapted to the requirements for the changing times and the environment that occurs around them. This development should be based on what leads to the school's goals.

The head of the madrasah is the one who leads the school institution and has the responsibility to manage, direct, and facilitate anything in the institution that is led as a form of effort in order to achieve the vision, mission and goals of the school (Nai, & Wijayanti, 2018). Optimization here is the process, action, or methodology carried out by the principal to create something better or more effective as a system or decision (Surbacti, 2020). Optimization is the process by which the best solution is found, and if the goal of optimization is to minimize costs, it is not the best profit that can be achieved when the goal is to optimize the least cost (Astria & Santi, 2021). In optimizing student learning achievement, the head of the madrasah is the person who has full responsibility in achieving



the smooth and successful school which is allowed to manage and develop various school disciplines.

Management is a process that includes planning, organizing, directing, and supervising the efforts of organizational members, as well as managing existing resources to achieve predetermined goals (Septiani et al., 2023). Therefore, the implementation of good management is very important in an organization, especially in the management of human resources and other resources, so that organizational goals can be achieved effectively (Komarudin et al., 2022).

Strategic management in educational institutions is an important new approach to improve the quality of school management. According to Ansoff (in Sagala, 2011), strategic management includes a process called "strategy formulation," which is the formulation of strategies carried out by managers through strategic planning.

Strategic management in educational institutions is an important new approach to improve the quality of school management. According to Ansoff (in Sagala, 2011), strategic management includes a process called "strategy formulation," which is the formulation of strategies carried out by managers through strategic planning. And its application in schools, strategic management is carried out through the following steps: (1) the strategic planning of the school must be able to determine its position based on its abilities and potential. This is done by optimizing existing resources to achieve predetermined educational goals. (2) The response to school strategic issues must be responsive to various important issues, such as the implementation of School-Based Management (SBM), the use of conceptual learning methods, and other educational policies that aim to improve the quality of schools. (3) the implementation of the strategy objectively, scientifically, and systematically the school needs to emphasize the aspects of objectivity, scientific approach, and systematic so that the strategy implemented can run effectively and provide optimal results. By implementing strategic management appropriately, schools can be more effective in managing resources and improving the quality of education according to the demands of the times.

Student achievement is an important aspect in educational institutions, because academic and non-academic achievement is the main benchmark assessed by society (Yanti & Syahrani, 2021). According to Maghfiroh, achievement is the result of task-oriented behavior, where a person's achievements are evaluated based on predetermined standards, both from the inside and outside, and involve competition with others. The success of educational institutions in achieving goals can be seen from the learning achievements of students. Students are said to develop optimally if they obtain an education that matches their talents, interests, and abilities. Therefore, the right strategy is needed to manage and optimize their learning achievement.

Based on this, the researcher is interested in studying more deeply how the management strategy of the head of the madrasah in facing challenges and finding solutions to improve student achievement. This research aims to explore and analyze the strategies applied by school principals in optimizing student learning achievement at MIM Ngreco Tegalombo, so that it can be a reference for other schools in improving the quality of education.



## RESEARCH METHODS

This research uses a qualitative approach with the type of case study research. The qualitative approach was chosen to explore in depth the management strategies applied by the head of the madrasah in optimizing student learning achievement at MI Muhammadiyah Ngreco (John, & David, 2023). This type of case study research was chosen to provide a detailed and contextual overview of strategic management in the school.

This research was conducted at MI Muhammadiyah Ngreco Tegalombo, this school is located in Tegalombo District, Pacitan Regency, East Java. This location was chosen based on the consideration that MI Muhammadiyah Ngreco Tegalombo has various programs that focus on developing academic and non-academic achievements of students. The subject of this research is the head of the madrasah as the leader at MI Muhammadiyah Ngreco Kematan Tegalombo. The data collection technique in this study is an *in-depth interview conducted* with the head of the madrasah to obtain in-depth information related to the management strategies applied in schools and the students' experiences in academic and non-academic achievements. Participatory observation, the researcher made direct observations of teaching and learning activities and non-academic activities at MI Muhammadiyah Ngreco Tegalombo. Documentation of data collection through relevant documents, such as madrasah work programs, madrasah policies, and other records related to student achievements.

## RESULTS AND DISCUSSION

MI Muhammadiyah Ngreco Tegalombo district is a school located in the remote village of Ngreco that has obtained accreditation B. MI Muhammdiyah Ngreco has the following vision and mission, the vision is devoted, ethical, and disciplined while the mission is as follows: *first*: Accustoming students to be ethical and devoted to God Almighty, *second*, maximizing teaching and learning activities, *Third* realizing a disciplined education in the family, school and community, *fourth*, practicing Islamic religious teachings obtained from teaching and learning achievements, *fifth*, obeying and implementing the rules that apply in schools, *sixth*, becoming outstanding students in academic and non-academic matters.

In the last five years, MI Muhammadiyah Ngreco has achieved various achievements, both in the academic and non-academic fields. In 2024, in the academic field, this madrasah has managed to enter the top 10 Madrasah Science Competition (KSM). Meanwhile, in the non-academic field, the students also showed proud achievements in various competitions. Some of the achievements achieved in the non-academic field include: 3rd place in women's badminton at the Pacitan Regency level, 1st place in women's badminton at the Tegalombo District level, 3rd place in men's athletics at the sub-district level, 2nd place in men's badminton at the sub-district level, 3rd place in men's tahfidz at the sub-district level, 3rd place in men's badminton at the sub-district level, 3rd place in the men's Musabaqah Tilawatil Quran (MTQ) at the sub-district level and 1st place in men's badminton at the sub-district level sub-district.

This achievement shows that MI Muhammadiyah Ngreco not only excels in academics, but also in developing students' talents and interests in various fields. This success is certainly inseparable from the support of teachers, parents, and the hard work of students in practicing and competing. The strategies implemented by the head of MI Muhammadiyah Ngreco in optimizing student learning achievement include strategy planning, strategy



implementation, evaluation, and supporting and inhibiting factors. Strategy planning is a long-term plan that is comprehensive, providing a formulation of the direction of an organization or company, and a procedure for allocating resources to achieve goals within a certain period of time with various possible environmental conditions. Strategy planning is also the process of selecting organizational goals, determining strategies, policies, and strategic programs that are necessary for these goals (Rusniati, & Haq, 2014).

**First**, in this planning, madrasas need to respond to strategic plans or program plans in accordance with the madrasah vision and mission. This is because to achieve the vision and mission, the school must have a strategy that includes activities to achieve the school's vision and mission. Based on the results of the interview with the head of the MI Muhammadiyah Ngreco madrasah in this planning, what is done is to determine what interests, talents and subjects are preferred by students in order to optimize students' learning achievement both in academic and non-academic fields. Then create a group according to their interests, talents and what subjects students like and then provide facilities for students.

**Second**, in the implementation of this strategy, there are several programs that are implemented, including competition coaching programs, extracurricular coaching, programs to complete facilities and infrastructure. (1) Competition development programs are a number of activities that aim to improve the abilities, skills, and motivation of participants in a competency. The program typically includes training, support, race simulations, and evaluation to achieve results in the race. (2) Extracurricular Coaching is the process of planning, implementing, and evaluating outside school lesson hours which has the purpose of developing students' interests, talents, skills, and character, this coaching is carried out by schools by involving extracurricular coaches, teachers, trainers or external parties who have expertise in certain fields. (3) The infrastructure completion program is a program to improve the quality, quantity and infrastructure of education. The benefits of this program are to improve the academic and non-academic achievements of students, improve the quality of graduates, and increase the efficiency and effectiveness of the use of educational resources.

**Third**, in this evaluation, the research findings show that the results of this strategy planning have been carried out carefully and well. Meanwhile, the implementation of this strategy has gone smoothly even though there are still a few shortcomings, this implementation is running smoothly because the head of MI Muhammadiyah Ngreco has made a commitment to the implementation of the activity program, aspects such as schedule, implementation methods, costs, and resources must be well designed so that the program can run effectively. However, there are still weaknesses in implementation, namely the lack of programs that focus on improving academic learning. As a result, student achievement in the academic field still lags behind compared to achievement in non-academic fields. Therefore, periodic evaluations are essential to identify deficiencies, improve ineffective strategies, and prevent obstacles in program planning and implementation. This evaluation also plays a role in improving the quality of education, so that it can help students achieve more optimal learning achievement (Ariyanti & Prasetyo, 2021).

**Fourth**, The supporting and inhibiting factors in optimizing student performance are categorized into two, namely internal factors and external factors (Slameto, 1995). Internal



factors derived from students are divided into two, namely physiological factors related to the five senses and health, while psychological factors include interests, talents, intelligence, motivation and cognitive skills. Regarding external factors, which include family environmental factors, namely parental education, economic, social, and, while school environmental factors include infrastructure, educational skills, curriculum, and teaching methods (Suryabrata, 2010).

## CONCLUSION

Based on the results and observations made, the strategy carried out by the head of MI Muhammadiyah Ngreco Tegalombo district in optimizing student learning achievement is carried out in various ways. The optimization of learning achievement was carried out by the head of MI Muhammadiyah Ngreco with the hope of reducing and preventing a decline in student achievement both in academic and non-academic terms. The head of the madrasah carries out various strategies to optimize student learning achievement, including strategic planning in which it determines the interests, talents, and subjects that students like, the implementation of strategies including competition coaching, extracurricular coaching, and completing facilities and infrastructure. Evaluation was carried out to find out to what extent the implementation of this strategy has been successfully implemented and whether there are obstacles in the implementation of the programs carried out. Next, it is to analyze the inhibiting and supporting factors, as for these inhibiting and supporting factors, including internal factors that exist in students as well as external factors, namely from the family, community, and school.

## BIBLIOGRAPHY

- Ariyanti, N., & Prasetyo, M. A. M. (2021). Evaluation of Public Relations and School Management (Case Study at Madrasah Ibtidaiyah Miftahul Falah Purwodadi Pasuruan). *Idarah: Journal of Education and Education*, 5(2), 103-126. <https://doi.org/10.47766/idarah.v5i2.133>
- Astria, D., & Santi, M. (2021). The use of business whatsapp applications in online marketing strategies to increase the number of sales. *EKSYPAR: Journal of Sharia Economics & Islamic Business (e-Journal)*, 8(2), 246-270.
- John W. Creswell., & J. David Creswell. (2023). *Qualitative Research and Research Design*, Third Edition: Student Library.
- Komarudin, Komarudin, Diana Riski Sapitri Siregar, Zahrudin Zahrudin, and Maftuhah Maftuhah. (2022) "Strategic Management in Educational Institutions." *Yasin* 2, no. 5 : 680-94. <https://doi.org/10.58578/yasin.v2i5.560>.
- Mochammad Tajimudin, Achmad Sanusi, A. S. (2020). Management of Facilities and Infrastructure to Improve the Quality of Learning in Indonesian: Madrasah Ibtidaiyah Disang Sekoolah Dsakit D Bandung. *Ner: An Overview of Nusantara Education*, 3 (2).
- Nai, H., & Wijayanti, W. (2018). Implementation of the duties and functions of the principal of state secondary education. *Journal of Educational Management Accountability*, 6(2), 183-192. <https://doi.org/10.21831/Amp.V6i2.10182>.
- Rusniati -, & Haq, A. (2014). Strategic planning from an organizational perspective. *INTEKNA Journal: Technical and Commerce Information*, 14(2). <https://ejournal.poliban.ac.id/index.php/intekna/article/view/178>



- "Everything, Syaiful. 2011. Strategic Management in Improving the Quality of Education. Bandung: Alfabeta.
- Septiani, Sisca, Ade Elza Surachman, Muhammad Alwi, Paulus Robert Tuerah, Abdul Hamid Arribathi, Reina A Hadikusumo, Norbertus Tri Suswanto Saptadi, Ai Hilyatul Halimah, Ai Desilawati, and Giandari Maulani. (2023) *Education Quality Management*. And the Library of Congress.
- Slameto. (2013). *Learning and Factors Influencing It*. Jakarta: PT. Rineka Cipta.
- Suryabrata Sumadi, (2010), *Educational Psychology*, Jakarta: President Rajawali.
- Surbakti, A. B., Rahayu, S. P., P.A., S. M. B., & Ginting, R. B. (2020). Fuzzy Logic Application System for Determining Tempeh Yeast Optimization in the Soybean Tempeh Fermentation Process Using the Fuzzy Mamdani Method (Case Study: Soybean Tempeh Artisans of Bulu Chinese Village). *Simantek Scientific Journal*, 4(2), 146-160.
- Yanti, H., & Syahrani, S. (2021). Standards for Educators in Indonesian National Education Standards. Adiba: *Journal of Education*, 1(1), 61-68.

