

Excellence Class Program Management Innovation Case Study on MTs Negeri Kota Tegal

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Abstract:

Education is one of the most important aspects of human life. With education, human life will become directed towards a better goal. However, the progress of an education is also largely determined by the management of the institution itself. To manage educational institutions towards a more advanced direction, effective management innovation is needed. As done at MTs Negeri Kota Tegal, by implementing superior class program management innovations to improve the quality of education. From the research conducted, MTs Negeri 1 Tegal has carried out innovative management of the upper class program. This application has succeeded in improving the quality of education in institutions, especially those related to student achievement.

Keywords: Innovation, Featured Classroom Management

1. Introduction

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills needed by themselves, society, nation and state.¹ From the definition of education, it is known that education has elements including deliberate and planned efforts, learning and learning atmosphere, and students learning actively. Thus, education is an intentional and planned activity or event by individuals or institutions that carry out learning activities with all the processes to obtain knowledge, skills and have a good personality.

From the above statement, it can be understood that education cannot be held alone for itself or unintentionally and planned, but there must be an institution or body that handles it. This is so that education can be carried out in a planned and standardized manner. In Indonesia, the management of education has been regulated in the Government Regulation of the Republic of Indonesia Number 17 of 2010 concerning the Management and Implementation of Education that the management of national education is carried out by the Ministry of Education and Culture, Research and Higher Education of the Republic of Indonesia.² Thus, all national education management policies are centralized under the Ministry of Education and Culture.

Based on Law number 20 of 2003 that Madrasah Tsanawiyah (MTs) is included in the basic education level and according to Government Regulation Number 55 of 2007 concerning Religious Education and Religious Education in the form of Raudhatul Athfal (RA), Madrasah, and Religious Colleges, as well as Religious Education and Religious Education. Furthermore, according to the Government Regulation of the Republic of Indonesia Number 47 of 2008 concerning compulsory education, the definition of madrasah tsanawiyah or MTs is a formal education unit that organizes general education with Islamic religious peculiarities at the basic education level as a continuation of elementary school, MI, or other equivalent forms, under the guidance of the Minister of Religious Affairs.³ In other words, Madrasah Tsanawiyah is a formal educational institution that offers general education with a focus on Islam. The level

¹ National Education System (National Education System) Act 2003. Jakarta: Sinar Grafika

² Government Regulation of the Republic of Indonesia Number 17 of 2010 concerning Management and Implementation of Education, chapter II part II article 5

³ Government Regulation of the Republic of Indonesia Number 47 of 2008 concerning Compulsory Education

of education is basic education, which is a continuation of elementary school, MI, or other equivalent forms. Madrasah tsanawiyah is under the scope of guidance by the Ministry of Religious Affairs.

At present the existence of MTs throughout Indonesia as many as 28,524 madrasahs both public and private. Of these, the State Tsanawiyah Madrasah (MTs) numbered 1,518 and the number of Tsanawiyah Madrasah (MTs) managed by the public (private) was 17,006.⁴When compared to junior high schools (SMP), the number of Tsanawiyah Madrasah (MTs) is only half less than the number of junior high schools in Indonesia, which is 41,323 junior high schools. Although the majority of Indonesia's population is Muslim, in general, the choice of sending children to schools or madrasahs, they prefer to send them to school (elementary/junior high school).⁵Please note that the number of Muslims in Indonesia is 231,069,932 people or 87% of the total population in Indonesia, which is 266,534,836 people.⁶ With the above facts, there is a need for steps from the government, especially the Ministry of Religious Affairs, to be able to promote the tsanawiyah madrasah as the main choice school of the Indonesian people, especially those who are Muslim.

If you look at the tendency of society in the era of globalization like today, where the era of technological disruption is so massive, people have a tendency to be interested in schools that offer general learning, but there is also religious or spiritual religious education and also life skills (*hard skills* and *soft skills*). That is, today's society has more interest in schools that can combine these three aspects (the value of intellectual intelligence, emotional intelligence, and spiritual intelligence), because the times develop demands for the quality of an individual will be more complex and high. Therefore, schools need to pay attention to the phenomena that exist in the community in an effort to improve the quality of their education⁷. Madrasah is expected to capture the desire of the community in the management of madrasah in the future so that the community will be interested in entering children into madrasah.

The results of observations in the field, namely at MTs Negeri Kota Tegal have excellent programs, namely, 1) The tahfidz program is a *fullday school* program or children (students) carry out the teaching and learning process from 06.45-15.30 WIB or said to be a full day, 2) Science and research program, is a priority program of MTs Negeri 1 Tegal which has the aim of prioritizing students in learning or increasing knowledge about Natural Sciences (Science) and Mathematics. While in MTs Tegal City has an excellent program 1) *Fullday school* program, using Arabic and English on the day and 2) *Small group discussion* program conducted in classes.

Discussion

Learning management consists of two words namely, management and learning. Where the understanding of management is a process carried out to realize organizational goals through a series of activities in the form of planning, organizing, directing and controlling people and other organizational resources⁸. According to Gagne, Briggs, and Wager in Rusmono, learning is a series of activities designed to enable the learning process in students⁹. In line with Sanjaya, the learning process is a system¹⁰. Therefore, the achievement of process criteria to improve the quality of education can be started by analyzing each component that can shape and influence the learning process. When the system is an integrated component that interacts to achieve the expected results optimally according to the objectives that have been set.

Learning is an assistance provided by teachers so that there is a process of acquiring knowledge and knowledge, mastering skills and habits, and forming attitudes and beliefs in students¹¹. Hasanah stated that learning is an effort made by a teacher or others to teach students who learn¹². Hamalik also added that learning is a combination that is composed of human elements, materials, facilities, equipment, and

⁴Number of education unit (school) data per province. Ministry of Education and Culture (https://referensi.data.kemdikbud.go.id/index11_smp.php) Reference Data accessed March 2, 2021.

⁵Faridah Alawiyah. *Madrasah Education in Indonesia*. Journal of Aspiration Vol. 5 No. 1, June 2014.p. 52

⁶Data Center of the Ministry of Religious Affairs of the Republic of Indonesia. <https://data.kemenag.go.id/agamadashboard/statistik/umat> accessed March 2, 2021.

⁷Meila Hayudiyani, Bagus Rachmad Saputra, Maulana Amirul Adha, Nova Syafira Ariyanti. *The principal's strategy is to improve the quality of education through school excellence programs*. Journal of Education Management Accountability Volume 8, No. 1, April 2020. p.90

⁸Dinn Wahyudin. *Curriculum Management*. Bandung: PT Remaja Rosdakarya, 2014.p.5.

⁹Rusmono. *Learning Strategy with Problem Based Learning*. Bogor: Ghalia Indonesia. 2012.p.6

¹⁰Sanjaya, W..*Learning Strategy Oriented Standards Educational Process*. Jakarta: Kencana Prenadamedia Group. 2012.p.12

¹¹Heryati, Yeti and Mumuh Muhsin. *Educational Resource Management*. Bandung: Pustaka Setia. 2014. p.166

¹²Hasanah. A. *Teacher Professional Development*. Bandung: Pustaka Setia. 2012. p.85

procedures that influence each other to achieve learning objectives¹³. Basically, learning is a process of interaction between students and educators and various learning resources in the learning environment.

Hamdani said that learning is the teacher's attempt to shape desired behavior by providing an environment or stimulus¹⁴. Learning means that faithful activities are designed to help a person learn a new ability and value. The learning management is all efforts to regulate the teaching and learning process, in order to achieve an effective and efficient teaching and learning process.

From the explanation of the theory above, management is a process consisting of the process of planning, organizing, leadership, and organizing organizational resources carried out by an individual or superior or manager to achieve a predetermined goal. together. The management process is a form of instruction or instruction that facilitates jointly planned work. In learning management, of course, innovation is needed. Innovation in learning management is considered important because it can improve the quality and quality of learning in an educational institution.

Learning management innovation consists of three words, namely the word innovation, the word management and the word learning. As explained in the theories above, the word innovation according to Shoimin defines innovation as change which is interpreted as new things resulting from *inventional discovery*. Discovery is the discovery of something that actually already exists but is not yet known by people. While invention is an invention that has never existed that is truly the work of man¹⁵. According to Ihsan quoted by Nawangsari in his journal entitled *The Urgency of Innovation in Education*, suggests that innovation is an idea, idea, practice or object / object that is realized and accepted as a new thing by a person or group to be adopted. Innovation is basically the result of brilliant thinking characterized by new things can be in the form of certain practices or even in the form of a product of a result of thought and technology that is applied through certain stages, which are believed and intended to solve problems that arise and improve a certain situation or certain processes that occur in society¹⁶. So based on this theory, it can be concluded that the notion of innovation is an idea, process, method, and product that is found as something new that did not exist before and can be used to achieve a goal.

Excellence Class Program Management Innovation at MTs Negeri Kota Tegal

The research findings on learning management innovations of superior class programs at MTs Negeri Kota Tegal and MTs Negeri 1 Tegal are from interviews with the head of MTs Negeri Kota Tegal, Chairman of MTs Committee Negeri Kota Tegal, deputy head of MTs Negeri Kota Tegal curriculum section, teachers of MTs Negeri Kota Tegal and several MTs students Negeri Kota Tegal. Indicators used to answer problems about innovation in learning management innovation for superior class programs in MTs Negeri Kota Tegal:

1. Planning innovation for the management of superior classroom learning programs at MTs Negeri Kota Tegal

Innovation or (*innovation*) is widely translated by experts with everything new or updated, there are also those who make innovation to state inventions, because new ones are the results of inventions. The word invention is also often used to translate the English words *discovery* and *invention*. There is also a link between the notions of innovation and modernization, because both talk about renewal. Thus borrowing the term Syafaruddin, that Innovation is introducing new ideas or new goods, new services and new ways that are more beneficial to human life. Innovation is the most important part in the world of education, through innovation a number of policies will be formulated by finding new things and adjusting to the times. But before coming to action, according to management principles, that the first step that must be done is the process of preparing a plan.

Planning plays an important role, especially in the scope of education because it determines and at the same time gives direction to the goals to be achieved. With careful planning and well arranged, it will affect the achievement of goals. According to Syafaruddin, education planning is the process of setting goals in an educational organization, or setting something that will be implemented in the future in order to achieve organizational goals and objectives effectively and efficiently.

From the findings of the study, it was found that planning in the management of the superior class program in MTs Negeri Kota Tegal was in making the planning of the head of the Madrasah already involved

¹³Hamalik, Oemar. *Teaching and Learning Process*. Jakarta: PT Bumi Aksara. 2015.p. 57

¹⁴ Hamdani. *Learning Strategies Teaching*. Bandung: Loyal Library CV. 2011. h.23

¹⁵ Shoimin, A. 68 *Innovative Learning Models in the 2013 Curriculum*. Yogyakarta: Ar-ruz Media. 2014. p.19

¹⁶ Nawangsari, D. *The urgency of innovation in education*. *Journal of Falasifa*, Vol 1, No 1 March. PP 2010.h. 15-25

representatives of the head of the madrasah as well as teachers and madrasah committees so that the approved planning would be used together in the management of superior class programs.

2. Innovation in organizing (*organizing*) the management of superior classroom program learning at MTs Negeri Kota Tegal

Organizing function (*Organizing*) is one of the management functions that is closely related to planning and is a dynamic process, while organization is a static tool or container. Organizing is the determination of the work to be done, grouping tasks, and distributing work to each employee, the determination of departments (sub-systems) and the determination of relationships. Organizing is the second management function and is done directly from the foundation that good planning has created. Once plans are made, the manager's job is to organize resources according to the appropriate objectives.

This function is an arrangement of procedures, work procedures, governance, and others that regulate the organization so that it can run smoothly. Through organizing is regulated work development, labor relations, work structure and delegation of authority. In the findings of the research results, it was found that the organization of the superior class program at MTs Negeri Kota Tegal, the head of the madrasah, delegated his authority to the deputy head of curriculum to manage the superior class program.

3. Innovation in staffing *the* management of superior classroom learning programs at MTs Negeri Kota Tegal

Staff structuring function. It is a process that ensures an organization to always have the right number of employees with its expertise. The right jobs, at the right time to achieve organizational goals. Giving the responsibility of managing superior classes to the deputy head of the madrasah for curriculum, this is done to facilitate management because it is one door and also to be more effective because the organization is held by one person, but the representative of the curriculum does not work alone, he is assisted by several teachers who are considered capable of helping him in managing superior classes, because it requires time allowance and loyalty concerned, Because more energy is needed in the management of superior classes

4. Leadership innovation (*leading*) learning management of superior class programs at MTs Negeri Kota Tegal

The leading function describes how the manager directs and influences subordinates, how others carry out essential tasks by creating a pleasant atmosphere for cooperation. The innovation made by the head of the madrasah is to give a mandate to the deputy head of the madrasah curriculum section to manage superior classes, where the deputy head of the madrasah curriculum section as the head of the superior class program has full responsibility in managing the program. This is intended so that in its implementation, this superior class program has full autonomy in its management, which is expected to later emerge new ideas or innovations in the management of the program.

5. Innovation provides motivation (*motivating*) for the management of superior class program learning at MTs Negeri Kota Tegal

The motivating function is very important in running the wheels of the organization. Motivation is the drive to do, to run the program and to rise from adversity. Strong motivation in running a program is capital in achieving the success of a program. Innovation in providing motivation in the management of superior class program learning at MTs Negeri Kota Tegal, the head of the madrasah motivates the program manager by visiting personally whether requested or not also sometimes the head of the madrasah gives motivation to all administrators of the superior class program in general or in a coordination meeting related to the superior class program.

6. Innovation provides direction (*directing*) the management of superior classroom program learning at MTs Negeri Kota Tegal

The briefing function includes briefing staff. A program that has been included in the planning is not left alone, runs without direction but needs direction so that it can be implemented in accordance with the plan and can achieve results in accordance with the targets set.

Innovation in the implementation of the superior class program at MTs Negeri Kota Tegal was carried out by the Head of the madrasah by providing direction and explanation of the program plan to be carried out at the

time it was carried out and also when an evaluation was held after the program had been running. Direction is given by the principal at small meetings (team work) during program planning, namely before entering the new school year, then at the start of the new school year, usually with respect to new students, then direction is also given when in the implementation of the program, namely during the middle of the semester and the end of the semester and then at the end of the school year, namely at the time of evaluation after the program has been implemented.

7. Innovation facilitates the management of superior classroom learning programs at MTs Negeri Kota Tegal. The facilitating function includes providing facilities in a broad area, namely providing opportunities for subordinates to develop ideas from subordinates, accommodated and if possible, developed and given space to be implemented. Innovation carried out in the facilitating function is to inventory the needs needed to support the success of the innovation program, meet the needs of the necessary facilities and infrastructure, and direct facility users to use the facility wisely and responsibly.

8. Innovation empowers staff (*empowering*) learning management of superior class programs at MTs Negeri Kota Tegal.

The empowering function includes empowering human resources owned by the institution. The potential of existing human resources must always be optimized for their functions to be useful for the development of organizational programs. Functions to be useful for the development of organizational programs. This function views that all staff basically have the ability in accordance with their fields, if given the opportunity to develop. Innovations in empowering staff in managing learning in superior classes at MTs Negeri Kota Tegal were expressed by the head of the madrasah as follows: 1) Manyusun innovation program implementation team, 2) Empowering employees optimally, and 3) Compiling job descriptions for the implementation team.

9. Innovation in *controlling* the management of superior classroom learning programs at MTs Negeri Kota Tegal.

The supervisory function includes determining standards, supervising, and measuring the appearance / implementation of standards and providing confidence that organizational goals are achieved. Supervision is carried out along with the process, from start to finish. Therefore, supervision also includes monitoring and evaluation. This activity is closely related to planning, because through supervision the effectiveness of management can be measured.

The innovations carried out by the head of the MTs madrasah of Tegal City on supervision (controlling) in the management of superior class program learning as stated that the supervision she carried out was by 1) Paying attention to the progress of program implementation periodically, 2) Conducting independent surveys of students and teachers involved in the innovation program, 3) Requesting reports and evaluations from each coordinator periodically.

Conclusion

The Excellence Class Program Management Innovations in MTs Negeri Kota Tegal are as follows: 1) in MTs N Kota Tegal, innovations carried out in a) Innovation in planning (*planning*) management of superior class program learning at MTs Negeri Kota Tegal is by formulating The learning prepared by the curriculum development team then the results of the formulation were discussed in the coordination meeting of team 7 consisting of the Head of Madrasah and assistant to the Head of Madrasah in front of the committee management. b) *Innovation in organizing (organizing)* the management of superior class program learning in MTs Negeri Kota Tegal, is to form and decide on the organization of superior class management including, the person in charge of the head of the Madrasah, the head of the superior class manager is the deputy head of the madrasah for curriculum assisted by several curriculum staff several teachers c) Innovation in *staffing* learning management The superior class program at MTs Negeri Kota Tegal, is to give the responsibility of managing superior classes to the deputy head of the madrasah for curriculum. d) Leadership innovation (leading) *learning management* of superior class programs in MTs Negeri Kota Tegal, is to mandate the deputy head of the madrasah curriculum section to manage superior classes. e) Innovation in *motivating* the management of superior class program learning at MTs Negeri Kota Tegal, is by providing motivation to program managers individually and together. f) Innovation in directing the

management of superior class program learning in MTs Negeri Kota Tegal is by providing direction and explanation of the program plan that will be carried out when carried out g) Innovation facilitates (facilitation) the management of superior class program learning at MTs Negeri Kota Tegal by inventorying the needs needed to support the success of the innovation program, meet the needs of the necessary facilities and infrastructure, and direct facility users to use these facilities wisely and responsibly.h) Innovation empowers staff (empowering) the management of superior class program learning at MTs Negeri Kota Tegal.

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