

The Role of The Principal in Developing Educational Institutions in MTsN 3 Jombang

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ABSTRACT

This study aims to determine the role of the principal in developing educational institutions at MTsN 3 Jombang. This type of research used qualitative research. The research subjects were principals and teachers using interview, observation, and documentation methods. The results showed that the principal has carried out his duties optimally in the efforts of the Principal's Strategy for Developing Educational Institutions at MTsn 3 Jombang, the principal has two ways, the first is an effort to develop the potential of teachers, this program focuses on improving the skills of teachers in teaching students, secondly Improving the Quality of Education Through School Excellence Programs in this program focuses on increasing the potential of students by creating 3 programs namely International Excellence Service Programs, Special Talented Intelligent Services and Religious Excellence Services.

Keywords: *Principal, Developing, Educational Institution*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui peran Kepala Sekolah dalam mengembangkan Institusi Pendidikan di MTsN 3 Jombang. Jenis penelitian yang digunakan menggunakan penelitian kualitatif. Subyek penelitian ini adalah kepala sekolah dan guru dengan menggunakan metode wawancara, observasi, dan dokumentasi. Hasil penelitian menemukan bahwa kepala sekolah telah melaksanakan tugasnya secara optimal dalam upaya Strategi Kepala Sekolah Pengembangan Lembaga Pendidikan di MTsn 3 Jombang, kepala sekolah memiliki dua cara, yang pertama mengembangkan potensi guru, program ini berfokus pada peningkatan keterampilan guru dalam mengajar siswa, yang kedua adalah peningkatan kualitas Pendidikan Melalui Program The School Excellence dalam program ini berfokus pada peningkatan potensi siswa dengan membuat 3 program yaitu program layanan unggulan Internasional, berbakat khusus cerdas pelayanan dan Pelayanan Unggul Keagamaan.

Kata Kunci: *Kepala Sekolah, Berkembang, Institusi Pendidikan*

INTRODUCTION

The principal has an important role in the progress of an institution, the principal's leadership is a variety of understanding but it can be understood that leadership is an activity of influencing others in an effort to do work according to which it is directed to achieve goals in organization. (Julaiha, 2019) Kepala school as the leader of an educational institution with its various functions and roles, because the principal is the person who is most responsible for all the activities of the employees and the progress or not and the good and bad of an institution, and the quality or not of the institution he leads, it is not surprising that the principal is called the first person and the person who plays the main role in its existence and the quality of education that led him. (Saleh & Aini, 2014) Moreover, until now in Indonesia we still find it difficult to dispel the impression, assumption and *image* in society that schools labeled as Islam are referred to as "*second claas*" that is still considered second education and not to be a "*first claas*" institution or superior education that is really needed by the community. (Julaiha, 2019)

The development program in educational institutions must also be planned properly by the principal, teachers and staff to improve the quality and quality of a school. (Saleh & Aini, 2014) Some of the programs implemented to support agae educational institutions in MTs Negeri 3 Jombang are more developed, including: (1) International superior services programs (2) Special talented intelligent services and (3) Religious superior services. MTsN 3 Jombang pays great attention to the managerial system of the principal, starting from the implementation of learning activities, improving the performance and quality of teachers and staff, improving the ability of students in non-academic fields which includes developing students' interests and talents and other things that cooperate using school development. (Karweti, 2010) a lot of programs are formulated and planned to support the administrative activities of the principal in terms of school development to realize a quality school. From the description of the explanation above, the principal is very influential on the development of an educational institution to improve advanced schools and have a good vision and mission in teaching knowledge to students.

METHOD

This research uses a qualitative (naturalistic) approach with a case study research strategy and is expected to get in-depth results (insight) as well as holistic (holistic). (Manab, 2015) researchers act as instruments as well as data collectors. Instruments other than humans (such as: questionnaires, interview guidelines, observation guidelines and so on) can also be used, but their function is limited as supporting the researcher's duties as a key instrument, loccation in research conducted by researchers MTsN 3 Jombang, Gg. III No.663, Tambak Rejo, Jombang District, Jombang Regency. The data collection technique procedures that will be used by researchers include interviews, observations, and documentation.

RESULTS AND DISCUSSION

• Student Achievement in MTs Negeri 3 Jombang

The definition of achievement according to Bloom is to express a person's success in learning. Suryabrata stated that achievement is all the results that have been achieved obtained through a learning process, it can be concluded that sanya achievement is the result of a learning process that can be used as a measure to find out the extent to which students can master the subject matter taught and learned. (Maslihah, 2011)

The students at MTsN 3 Jombang have many achievements including: (a) Academic achievements, 1st Place in the Robotics Competition (Analog Robot Category) in Thailand 2019, 1st Place in the Robotics Competition (Robot School Category) in Thailand 2019, 1st Place in the Social Science and Language Olympiad Competition (OSBA) Mapel English in East Java at MAN 4 Jombang 2018. (b) Non-academic achievements, (1) 1st place in the calligraphy competition category A FTM Got Talen Universitas Muhammadiyah Sidoarjo Se Jawa Timur 2019, (2) 1st place in the Jombang Karate Club (JKC Cup) (Kumite) competition in the district, (3) 3rd place in the Jombang Karate Club (JKC Cup) Competition (Individual) in the regency 2018.

How to find and develop the achievements of students in MTsN 3, the principal and teachers make a selection program including: When students register themselves, they can include competition certificates that students have participated in, so that the principal and teachers know that their students have potential. In its development, the school cooperates with other credible and professional institutions for coaching students, including: (1) In the field of English, schools cooperate with English villages (kediri). (2) In the implementation of the cambridge curriculum the school cooperates with T2 in malang. (3) In the al-azhar curriculum, the school cooperates with the Mu'alimin Mu'alimat Madrasa.

These programs will later help the process of increasing the potential of students ' skills in their fields later so that students will be able to provide proud achievements for schooling.

That achievement is impossible for a person to achieve or produce as long as he does not make it serious – really in learning. According to Marsun and Martaniah, learning achievement is the result of learning activities, that is, the degree to which the student masters the subject matter taught, which is followed by the emergence of a feeling of satisfaction that he has done something well.

Student achievement is an achievement where it can be achieved by maximizing the learning and potential of the students, this also requires the role of the principal and teachers who can foster and guide the students to learn and hone their minds in terms of what they are happy with, the principal has also facilitated the students in their learning such as preparing teachers from outside the school who will guide

them students to learn and can outstanding, it is the right step from the principal therefore MTsN 3 Jombang has outstanding students in districts, provinces, nationally and even internationally.

- **Principal's strategy for developing educational institutions in MTs Negeri 3 Jombang**

School strategy is an important policy of the school to be able to achieve a goal, namely to develop a school educational institution, the right strategy can have an impact on the success of the school in achieving its goals, to be able to get the right strategy the school needs to know information about what factors in school can support success in achieving a goal, therefore, schools must analyze these factors by conducting an analysis, it is hoped that they can provide information that can be used as a reference in strategizing so as to get a good quality of education. (Noprika et al., 2020)

The principal's strategy in developing his educational institution is to manage or heat up all of the school environment in order to move the productivity of all resources in order to achieve a goal and achieve the expected results, some of the management applied by the principal: (1) Personnel management, including: (a) Recruitment of employees of MTs Negeri 3 Jombang School. (b) The first effort to improve human resources formed is to build the mentality of existing Human Resources to become a solid and professional teamwork. When management and teachers are professionally empowered, it is necessary to form a teamwork that is really solid and professional, so that it can achieve the expected work productivity. (2) Curriculum management, MTs Negeri 3 Jombang has sought the implementation of a unique curriculum including: (a) Curriculum Planning Management; (b) Management of Curriculum Organizing and Implementation; (c) Curriculum Monitoring and Assessment Management; and (d) Curriculum Improvement. (3) Financial management financial problems are a fairly basic problem in schools. Because all components of education in schools are closely related to the financial component of the school. Financial management is a series of activities that include planning, organizing the implementation, and controlling school finances with the aim of ensuring adequate, transparent and accountable financial management. The implementation of all school financial management policies is an important part of determining success in achieving the school's vision, mission, and goals. (4) Student management is the arrangement and arrangement of activities related to students in MTs Negeri 3 Jombang, starting from entry to exit from school. This student management aims to organize various activities in the student field so that learning activities can run smoothly, orderly, and orderly. The principal of MTs Negeri 3 Jombang in managing students at school made a fundamental change, namely learning that is comfortable, safe and fun. In MTs Negeri 3 Jombang, the learning model is very varied and supported by adequate facilities in each class. given an LCD projector to increase students' understanding in capturing learning because with the facility tool, students not only know the learning from the teacher's explanation but also from visual images, besides that this school is also equipped with several laboratory rooms to support students in carrying out practical activities. (5) Management of Facilities and Infrastructure The management of educational facilities is the entire process of planning, procurement, utilization, and supervision used to support education so that the achievement of educational goals can run smoothly, regularly, effectively, and efficiently. The results of research on educational facilities and infrastructure owned by MTs Negeri 3 Jombang have been said to be complete and adequate, these infrastructures include science, language and computer laboratories, comfortable classrooms with complete facilities and canteens and libraries that provide a variety of books that are trapped to support global insights in students.

In planning teacher education, the principal has the hope that children who graduate from MTsN school have expertise and can benefit the community, and apart from that all MTsN pays great attention in terms of the Aqidah of the students and the sense of Nationalism of the students so when they graduate do not raise the banner of Nahdhotul Ulama' and do not raise the banner of the Republic of Indonesia because the Republic of Indonesia is dead price, then this is the main goal of the vision and mission of MTsN 3 Jombang school and is an urgent task for the principal and staff teachers in teaching the students, because of the thousands of mtsn students it is impossible for all of them to be able to excel but in the Aqidah issue this must be processed from now on, because today's youth are the leaders of the future. (a) Make careful planning in Developing and Improving the Quality of Education in MTs Negeri 3 Jombang. (b) The discipline of the principal in improving the competence of educators. (c) International featured services of the program, (d) Specially Gifted Special Intelligent Services, (e) Religious Superior Services.

- **Obstacles and Solutions in the Process of Implementing Strategies in Developing Educational Institutions in MTs Negeri 3 Jombang**

In an educational institution, of course, a process or activity cannot always run smoothly, there must be obstacles that occur that must be faced in its application, therefore it is very necessary to know

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