

Strategy to Improve the Quality of Education in Semen Padang

Indra Mardiono¹, Marwan², Abror³

¹ Universitas Negeri Padang, Padang, Indonesia ✉ mardionindra2@gmail.com

² Universitas Negeri Padang, Padang, Indonesia ✉ marwan@fe.unp.ac.id

³ Universitas Negeri Padang, Padang, Indonesia ✉ abror@fe.unp.ac.id

Abstract

Education is a very interesting world to be discussed and studied. Various problems both practical and theoretical, more and more days are emerging. This is inseparable from the growing development of human thought in seeing the phenomena that occur and the more conscious people of the importance of education. Data analysis to identify internal and external factors in order to find out the strengths, weaknesses of opportunities and threats that the school has using the SWOT analysis. The technique used is the IFAS (Internal Analysis Summary) matrix, EFAS (External Factors Analysis Summary) matrix analysis and SWOT matrix analysis (Strength, Weaknesses, Opportunities, and Threats). The IFAS matrix describes an internal environment that provides information about strengths that must be used optimally and weaknesses that must be addressed or minimized. The EFAS matrix describes the external environment that provides information about opportunities to be exploited and threats that must be avoided. Various changes that always fluctuate make people demanded to actively solve the problems that occur. With the good quality of facilities and infrastructure combined with good quality graduates, this should be an attractive factor for prospective students to enroll and join the Semen Padang Junior High School.

Keywords: *qualitative research, SWOT analysis*

Introduction

An educational institution can be said to succeed if an input, process and output are indeed good, especially in the educational process that can be seen through its management, so that a goal can be achieved. According to Suti (2011) efforts to improve the quality and internal efficiency of education require that autonomy managers of education focus their attention on three things: educational input factors, educational process factors, and educational output factors.

In order to improve the quality of education in 2005 the government issued Regulation number 19 of 2005 concerning National Education Standards, this regulation was a government effort to improve the quality of education in Indonesia. The government regulation reads: 1. The learning process in an educational unit is held in an interactive, inspirational, fun, challenging, motivating student to be active and provide sufficient space for initiatives, creativity and independence according to the talents, interests and physical and psychological development of participants educator, 2. In the learning process educators are required to be able to provide exemplary (as role models, good examples for students), 3. Each education unit plans the learning process, conducts the learning process, evaluates learning outcomes, and supervises the learning process to implement the learning process active and dynamic

According to Danim (2007), in the management process there are internal factors and external factors that can influence it. The internal factor is the strength of an institution and in the form of weaknesses within the institution. While the external factors of education can be seen from the opportunities and threats that exist in the educational institution itself.

This study took samples from Semen Padang Junior High School . This is based on the fact that in the last four years of the 2012 to 2016 school year, the number of students at Semen Padang Junior High School has decreased

Table 1
Number of Students Entering and Average National Examination (UN) at Semen Padang on 2012-2017

Numb.	School Year	The Number of Student		Total	Average National Exam Scores
		Man	Woman		
1	2012-2013	303	255	558	6, 49
2	2013-2014	306	215	521	6, 84
3	2014-2015	273	198	471	7, 62
4	2015-2016	193	163	356	6,99
5	2016-2017	182	163	345	5,73
6	2017-2018	171	157	328	5,27
Total Number		1428	1151		

Source: administration of Semen Padang Junior High School

The data above shows that there was a decrease in the number of students in the last four years, namely the academic year 2012-2013, 2013-2014, 2014-2015, 2015-2016, and 2016-2017. Even though based on the author's observation, Semen Padang Junior High School in terms of facilities, both physical and non-physical facilities had met the education standard with Accreditation A in 2016. While the average score of the National Examination in the last four years generally increased every year. This is inversely proportional to school facilities and the average UN score with the number of students entering the Semen Padang Junior High School.

Based on the above phenomenon, we can conclude several research problems as follows; (1) What are the efforts to improve the quality of education at Semen Padang Junior High School?, (2) What are the factors of strength and opportunity in the education process of Semen Padang Junior High School?, (3) What are the factors of weaknesses and threats in the education process of Semen Padang Junior High School ?, (4) What is the strategic plan that will be conducted by Semen Padang Junior High School in increasing the number of students?

Methods

This research is one of the studies on management that applies to education at Semen Padang Junior High School . This study uses a qualitative research design. Bogdan, Taylor, and DeVault (2016) state that qualitative methodology is a method with research procedures that produces descriptive data in the form of written or oral words from observable behaviors. Data used from parties who know the conditions either directly or indirectly to the situation and condition of semen padang.

This research was conducted at Semen Padang Junior High School which is located at PT. Semen Padang Indarung area, Kota Padang, West Sumatra. The population in this study were all teachers and employees at Semen Padang Junior High School who were also sampled in the study. the author sets the population as a sample because the number is less than 100. So the population used as the sample in this study amounted to 33 people so that this study was not conducted sampling.

This study uses two types of data, namely primary data and secondary data. Primary data is obtained and collected directly from the first source, namely the research subject or key informant who is considered competent to provide information. The research subjects or key informants in this study consisted of principals, teachers, employees, students and school committees. Primary data in this study is in the form of quality improvement efforts, and factors that become strengths, weaknesses, opportunities and threats for quality improvement at Semen Padang Junior High School . The secondary data is obtained from data that has been processed or presented by other parties. Secondary data in this study consisted of various kinds of

written documents relating to the problems studied, among others in the form of curriculum, school profile, school work program, teacher data, student data, UN scores, and academic and non-academic achievements.

Variables and Data

Data collection techniques used in this study are interviews, documents and observations. Affifudin and Saebani (2012: 131) states that interviews are a method of collecting data by asking something to someone who is an informant or respondent face to face. The interview was intended to explore the phenomena that occurred in the Semen Padang Junior High School . Sugiyono (2009: 329) suggests that documents are records of events that have been valid. The document in question is in the form of writing, drawing or monumental works from someone. Whereas observations further ensure the correctness of the data obtained from interviews and documents used as data sources.

To determine the data is valid and feasible to use data triangulation is used. Affifudin and Saebani (2012: 45) explain that triangulation is the crossing of information obtained from sources so that finally valid data can be used as a result of research. The triangulation used in this study is triangulation of data sources and triangulation of data collection techniques, so that valid and feasible data will then be analyzed.

Results and Discussion

Strategy is unique and its position is valuable, involving a different set of activities. When we have given or offered things in a way that is different from what we have done before, it is called a strategy (Porter, 1996). Strategy can also be said as the core of management in general which includes describing the position of the company, making several pulls and forging each activity appropriately. Strategy is also interpreted as creating reciprocity in competition, combining activities, and creating conformity between activities carried out by the company. According to Pearce and Robinson (2009), strategy is a large-scale future plan set by the company in its interaction with a competitive environment, with the ultimate goal of optimizing the achievement of the company's goals and targets. Then, Rangkuti (2006) suggests that strategy is a tool to achieve goals. The main objective is for companies to objectively see internal and external conditions, so that companies can anticipate changes in the external environment. It can be concluded that strategy is an important thing to achieve a goal by considering all the resources that are owned without ignoring the internal environmental conditions and external conditions of the company.

Semen Padang Junior High School is a unique school, because it is located in the industrial area of a cement factory, namely the factory of PT. Semen Padang with the construction of hilly land. The location of the school is also strategic because it is located on the edge of the Indarung highway where all the transportation that wants to get out of town passes through this road access, besides this school is also safe from the tsunami disaster of 13.49 KM from the seafront. This school is an A-accredited private sector managed by the Igasar Semen Padang Foundation (YISP). Semen Padang Junior High School is also a school that cares about the environment by becoming a national level Adiwiyata school in 2012.

Semen Padang Junior High School has the Vision and Mission contained in school documents as follows: Vision "Excellent in achievement, skilled, religious and Caring for the Environment", Mission; (1) Giving birth to quality graduates, both in academic and non-academic fields and with environmental insight, (2) Carry out learning and guidance effectively and programmed so that each student develops optimally according to his potential, (3) Growing motivation, spirit of excellence and competitive spirit for all school members, (4) Growing and increasing appreciation of the religious teachings adopted and national culture as a source of wisdom in acting

Educators are the most important component as well as the teaching and learning process, because educators are also teaching as well as educators and mentors for their students. The following is the data of educators at Semen Padang Junior High School :

SWOT Analysis of Quality Improvement Strategies

vision

Based on the findings of the Semen Padang Junior High School profile, documentation of the school's vision, mission and objectives, educator profile and infrastructure facilities, it appears that this profile illustrates the school model that implements education quality well. Vision and mission are planning concepts accompanied by actions in accordance with plans that have been formulated to achieve goals. The vision statement of Semen Padang Junior High School is "Excellent in achievement, skilled, religious and Caring for the Environment". If examined from the concept of language, superior words are interpreted as more values that are highlighted so as to distinguish them from others in general while achievement is the achievement achieved by schools both academically and non-academically, while skilled words are words commonly used to describe a person's ability level, religious are attitudes and behaviors that are obedient in carrying out the teachings of their religion, and caring for the environment is a form of one's awareness of the environment in the form of actions that have a positive impact on the environment.

Morrisey (1997) suggested that the vision formulation should be "less than ten words, interesting, easy to remember, inspiring and challenges in the future and consistent with the strategic values and mission of the organization". Theoretically, the vision statement states "the goals an organization wants to achieve (what we want to be) while the mission statement answers the question why we exist (why we exist) or what we believe we can do (what we believe we can do)" (David, 2009: 16).

Analysis of the Mission of Semen Padang Based on SWOT Analysis

Based on the results of the study, the school's mission has been described as follows: (1) Giving birth to qualified graduates, both in academic and non-academic fields and with environmental insight, (2) Carrying out effective and programmed learning and guidance so that each student develops optimally according to potential (3) Growing motivation, spirit of excellence and competitive spirit for all school people, (4) Growing and increasing appreciation of religious teachings embraced and national culture as a source of wisdom in acting, (5) Helping the government to educate the nation's life, (6) Foster awareness of caring for the life of the nation, (7) Improve the culture of 5K (discipline, order, security, comfort, and friendliness)

When viewed as a whole, there is a harmony between the vision and mission of the school that has been formulated. The mission and purpose of the school is achieved through the actions and awareness of the school personnel to achieve the vision that has been formulated which is to shape the learning climate of the environment and form a generation that is fearful of Allah SWT which is indicated through routine school activities.

The good mission statement must meet the components including "consumers, products or services, markets, technology, focus on survival, growth and profitability, philosophy, focus on public image and employees" (David, 2009: 102). Based on the school mission above, it can be assessed that the components listed include school consumers in the form of students, the offerings are education, the market in the form of society, state and family, includes technology development, life skills, growth, philosophy and public image but does not include employee components. Therefore, employee components need to be added to the mission. While the goals and objectives of the school are in accordance with the school's vision and mission statement.

Internal Environment Analysis

This section presents the results of interviews, observations, and studies of Semen Padang Junior High School documents about programs that have been carried out by schools in order to improve quality. Results of Analysis of internal and external environments

Based on the results of internal and external environmental analysis at Semen Padang Junior High School, the results of IFAS scores (strength-weaknesses) and EFAS (threats) are as follows:

Table 2 IFAS and EFAS Semen Padang Junior High School

IFAS		EFAS	
Categori	Total score	Categori	Total Score
Power (S)	3,81	Opportunity (O)	2,54
Weaknes (W)	2,53	Threat (T)	2,43
Total (S-W)	2,54	Total (O-T)	0,11

Resource: Data Processed, 2019

The results of IFAS and EFAS analysis show that the strategy is in the SO quadrant (strength-opportunity) this is a very favorable situation because schools have more dominant strengths and opportunities so that aggressive strategies need to be applied to support aggressive growth policies by using the power that is in school to capture opportunities from outside. The results of the analysis are in the following figure

The results of the analysis are in the following figure :

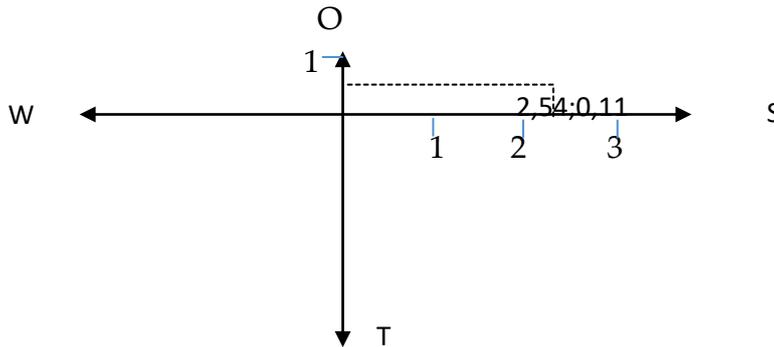


Figure 1 The results of IFAS and EFAS analysis

Formulation of Strategic Plans

Based on the results of the SWOT analysis, the strategic plan that needs to be made as an effort to improve school quality is as follows:

1. Developing an earthquake-friendly, environmentally friendly school environment and making a 7K program (cleanliness, order, beauty, longing, security, comfort, and family life). One of the earthquake-friendly schools in Semen Padang Junior High School is evident from the solid foundation and structure of building materials in the school and making or creating a 7K program (cleanliness, order, beauty, longing, security, comfort and family) school.
2. Form a group or study group to develop the potential of students in the academic and non-academic fields, create groups (groups) of learners who will be expected to create an idea or creativity together to support learning outcomes.
3. Increasing collaboration with trainers from outside the school to support extra-curricular activities, collaborating with outside trainers to further enhance the talents and achievements of students in the field of extracurricular activities.
4. Empowering educators and education through intensive training so that it will improve performance, with training for educators and education expected to be more skilled and motivated to work so that work productivity increases
5. Empowering Educators to use IT in the learning process, which aims to stimulate the minds, interests and concerns of students through the use of IT in order to improve the quality of learning.

Conclusions

1. SWOT analysis of the vision of Semen Padang shows that from 7 (seven) words that are well received, easy to understand and reflect encouragement and a sense of quality by expressing the insights to be

achieved by schools that contain competence, achievement, motivation, obedience to religious dialogue and schools that care about the environment

2. The most influential and prominent strengths of Semen Padang are the more complete school facilities when compared to other schools and funding for school operations as well as the availability of reference books, teaching materials supported by the Igarasr Semen Padang Foundation and PT. Semen Padang
3. Free school programs, competition between s and many other extracurricular schools that are better than Semen Padang Junior High are the most dominant threats.
4. Teacher professional development is the most influential and prominent external force while parental care and the existence of a school committee are very strategic opportunities
5. The formulation of strategies is something that needs to be made to improve the quality of schools.
6. It is hoped that the overlapping of priority programs will not occur again but complement each other to make it more effective and efficient

References

- Affifudin, H. dan Beni Ahmad Saebani. 2012. *Metodologi Penelitian Kualitatif*. Bandung: Pustaka Setia.
- David, Fred R. 2011. *Strategic Management: Concepts*. New Jersey: Prentice Hall
- Firmansyah, Fani dan Kotijah F. Abdilah. 2014. Analisis SWOT dalam Penentuan Strategi Pemasaran Produk Pembiayaan pada PT. Panin Bank Syariah Tbk. Kantor Cabang Malang. *Modernisasi Vol. 10 No. 2*.
- GLISI (Georgia Leadership Institute for School Improvement). 2015. *School Culture Survey*. Georgia: GLISI.
- Hadis, Abdul dan Nurhayati. 2010. *Manajemen Mutu Pendidikan*. Bandung: Alfabeta.
- Hoy et al. 2000. *Improving Quality in Education*. London: Falmer Press.
- Jidamva, George B. 2012. *Understanding and Improving The Quality of Secondary School Education*. Abo: Abo Academi University Press.
- Kallioinen, Outi. 2011. Transformative Teaching and Learning by Developing. *Journal of Career and Technical Education* 26(2): 8–27. <http://aplicacionesbiblioteca.udea.edu.co:4055/fulltext/EJ974461.pdf>.
- Kotler, Philip dan Kevin Lane Koller. 2012. *Marketing Management (14th Ed.)*. New York: Prentice Hall.
- Kumala, Mila, Rina Oktaviani, dan Agus Maulana. 2017. Strategi Bisnis PT. Pariwisata Advertising di Industri Media Luar Ruang DKI Jakarta. *Jurnal Aplikasi Bisnis dan Manajemen Vol. 3 No. 1*.
- Masino, Serena dan Miguel Nino Zarazua. 2016. What Works to Improve The Quality of Student Learning in Developing Countries? *International Journal of Educational Development Vol. 48, pp: 53-65*.
- Misra, Kaustav dan Guangqing Chi. 2011. Measuring Public School Competition from Private Schools: A Gravity-Based Index. *Journal of Geographic Information System Vol. 3 pp: 306-311*.
- Northcote, Maria. 2009. Educational Beliefs of Higher Education Teachers and Students: Implications for Teacher Education. *Australian Journal of Teacher Education Vol. 34 No. 3*.
- OECD. 2010. *Improving Schools: Strategies for Action in Mexico*. Paris: OECD.
- Pearce, John A. dan Richard B. Robinson Jr. 2009. *Strategic Management: Formulation, Implementation and Control*. Boston: McGraw Hill.
- Porter, Michael E. 1996. "What is Strategy?" *Harvard Business Review* 74, No. 6 pp 61-78
- Rangkuti, Fredy. 2006. *Analisis SWOT: Teknik Membedah Kasus Bisnis Berorintasi Konsep Perencanaan Strategi untuk Menghadapi Abad 21*. Jakarta: PT. Gramedia Utama.
- Suti, Marsus. 2011. Strategi Peningkatan Mutu Di Era Otonomi Pendidikan. *Jurnal MEDTEK Volume 3, Nomor 2, Oktober 2011*.