

MADRASAH PRINCIPAL MANAGEMENT IN IMPROVING SCHOOL COMPETITIVENESS IN AL HIKMAH PALEMBANG ELEMENTARY SCHOOL

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Abstract: *The management of the head of the madrasah in increasing the competitiveness of schools at Madrasah Ibtidaiyah Palembang is very necessary as a direction to be carried out so that the competitiveness of the school is achieved. This study aims to describe and analyze how the planning, organization, implementation and supervision of the madrasah head management in improving school competitiveness in Madrasah Ibtidaiyah Al Hikmah Palembang. The method used in this study is a qualitative descriptive method whose data collection includes interviews, observations and documentation with research informants, namely the head of the madrasah as the key informant and teachers and education staff as supporting informants. The results of this study show that 1) The planning of madrasah heads in increasing school competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang by carrying out several meeting activities related to PPDB. 2) The organization of the head of the madrasah in increasing the competitiveness of the school at Madrasah Ibtidaiyah Al Hikmah Palembang. 3) The implementation of the head of the madrasah in increasing the competitiveness of the school at Madrasah Ibtidaiyah Al Hikmah Palembang is running quite smoothly. 4) The supervision of the head of the madrasah in improving the competitiveness of the school at Madrasah Ibtidaiyah Al Hikmah Palembang is carried out by the head of the madrasah with monitoring and evaluation.*

Keywords: *Madrasah Head Management, School Competitiveness*

INTRODUCTION

Based on the background of the problem that has been described above, the researcher conducted a study in order to analyze and study more deeply and in detail related to how the Management is applied by the Principal in Increasing School Competitiveness at Al Hikmah Elementary Madrasah Palembang. The title of this study is "Management of the Principal in Increasing School Competitiveness at Al Hikmah Elementary Madrasah Palembang".

The principal of the madrasah acts as a driver of school resources to create a positive work ethic. He is a professional official who must be able to work together with teachers and staff in educating students. The principal of the madrasah must also be able to manage school resources effectively. Good cooperation with all parties in the school is needed. All of this is intended to support the achievement of educational goals in the madrasah.

According to the Department of Education, the principal must carry out his role as EMASLIM, namely educator, manager, administrator, supervisor, leader, innovator, and motivator.¹² The principal of the madrasah is required to carry out these functions optimally. In his role, he must be able to create change and innovation in the school. This is very important to improve the quality and competitiveness of the school. Proper management will encourage increased productivity and student learning outcomes.

If school productivity increases, then the competitiveness of educational institutions will also increase. High competitiveness will strengthen the image of the school in the eyes of the community. Especially for Islamic-based schools, excellence in the field of religion is an added value. Schools that are able to compete are schools that are in demand by the community. One measure is the number of applicants and student learning outcomes.

Madrasah as an Islamic educational institution plays a major role in shaping the future generation of Muslims.³⁴ In its curriculum, madrasah teaches general and religious subjects with a balanced composition. Therefore, the head of the madrasah must care about the quality of education and the professionalism of teachers. Changes and updates must continue to be made to improve the quality of education. This success is greatly influenced by the leadership of the head of the madrasah.

The head of the madrasah must also understand the vision and mission of the institution and the potential of the surrounding community. With the right strategy, the education program can run effectively. All of this will support the improvement of school quality. In addition, community participation is very important in supporting the progress of the madrasah.

¹ Nani Tursina, "Optimizing Educational Leadership: Building Sustainable Education in the 5.0 Era," *Al-Hayat: Journal of Islamic Education* 7, no. 2 (2023): 267–82.

² Supriyadi Supriyadi, "The Role of The Head of Madrasah in Increasing The Quality of Education at MIN 3 Jembrana Bali," *EDUCARE: Journal of Primary Education* 4, no. 1 (2023): 27–40.

³ Basri Ibrahim, "Madrasah transformation into modern educational institutions during the new order," *Istawa: Jurnal Pendidikan Islam* 4, no. 2 (2019): 196–216.

⁴ Sri Maryati dkk., "Madrasah as an institution of Islamic education and social change," *Jurnal Konseling Pendidikan Islam* 4, no. 2 (2023): 317–26.

Therefore, the head of the madrasah must be able to establish good relations with the surrounding environment.

This research was conducted at Madrasah Ibtidaiyah (MI) Al Hikmah Palembang. This madrasa is quite popular with the community, even by students who live quite far from the school location. The existence of this madrasa competes directly with the surrounding State Elementary Schools. However, MI Al Hikmah remains the main choice for many parents. This shows that the competitiveness of this madrasa is quite high.

Based on initial interviews with the headmaster, it was discovered that many students came from outside the area around the school. In fact, some students had to travel quite a distance to attend MI Al Hikmah. Their parents were willing to take them by private vehicle every day. The number of students exceeded the estimate, forcing the school to add more classrooms. This shows the high level of public trust in this school.

Madrasah also has excellent programs such as congregational prayer and memorization of Juz 30 as a graduation requirement. These activities emphasize Islamic values in the educational process. In addition, students are also invited to participate in academic and non-academic competitions. This is what differentiates MI Al Hikmah from public schools. All of these efforts aim to attract public interest and increase the competitiveness of madrasahs.

Based on the background, this study aims to analyze the management of the madrasah principal in improving school competitiveness. The focus of the study is how strategies and policies are implemented at MI Al Hikmah Palembang. This study is expected to provide a clear picture of the role of the madrasah principal. By knowing the management applied, other schools can use it as an example. Therefore, this study is important to be conducted for the development of Islamic educational institutions.

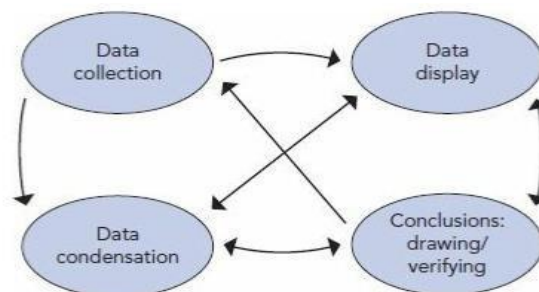
METHOD

This research, the researcher uses qualitative methods. Qualitative research is a study that uses data collection in a natural setting with the intention of interpreting the phenomena that occur where the researcher is the key instrument, data source sampling is carried out purposively and snowball, using triangulation data collection techniques (combination),

inductive/qualitative data analysis, and also the results of qualitative research emphasize meaning rather than generalization.⁵⁶

This research was conducted at Madrasah Ibtidiyah Al Hikmah Palembang located at Jl. Perumnas Talang Kelapa Block 3, RT. 52, RW. 08, No. 438, Kec. Alang-Alang Lebar, Palembang City, South Sumatra, Postal Code 30154. The time of this research was conducted from December 2023 until an unspecified time, adjusting to the completeness of the information needed by the researcher.

Data collection in qualitative research can be done in various ways, data collection techniques can be done through observation, interviews and documentation. Data analysis techniques are one of the most important things in research, because through this data analysis technique, researchers can select data in more detail and conduct more in-depth research on the data that has been obtained, in addition, this data analysis technique is one of the determinations of the results of research that has been carried out by researchers.



DISCUSSION

Planning of the Head of Madrasah in Increasing School Competitiveness at Al Hikmah Elementary Madrasah, Palembang

Planning is a process for preparing things that will be done in the future to achieve predetermined goals or determining a series of actions to achieve a desired result in determining the goals that the organization wants to achieve, establishing regulations and implementation

⁵ Adhi Kusumastuti dan Ahmad Mustamil Khoiron, *Metode penelitian kualitatif* (Lembaga Pendidikan Sukarno Pressindo (LPSP), 2019), <https://books.google.com/books?hl=id&lr=&id=637LEAAAQBAJ&oi=fnd&pg=PA1&dq=kualitatif&ots=x41jr7j3pC&sig=C-K-OtZxf0Zdx1uYPaz-7u6NMbg>.

⁶ Kusumastuti dan Khoiron.

guidelines that must be followed, and determining an overview of the costs required and the expected cash income obtained from the series of actions that will be carried out.⁷⁸

Planning is something that really needs to be prepared, because it is through planning that the initial determination of the goals to be achieved can be carried out by implementing planning first so that the stages that will be carried out can be well designed and detailed so that the goals that will be achieved can be realized by individuals, groups, agencies and institutions. The planning discussed in this research is the madrasa head's planning in increasing the competitiveness of schools at the Al Hikmah Palembang Islamic Madrasah which will be described as follows.

The principal's planning in improving school competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang has been running smoothly and in accordance with the procedures that have been determined in order to achieve the goals.⁹ The leadership planning activities of the madrasah principal in improving school competitiveness are starting from formulating and realizing the vision, mission and goals of the madrasah in accordance with the conditions that are currently needed by society, because if the vision, mission and goals are clear and precise, especially in terms of planning, then during the implementation the teacher who is in charge of teaching and educating students will use the vision, mission and goals as a reference or guideline when carrying out their duties at the madrasah. In addition, the planning of direction or appeal to all madrasah residents to follow all the regulations in the madrasah properly, in addition the madrasah principal also holds meetings at least once a month, this is done as an effort to plan what will be done next by both teachers and education personnel at the madrasah so that it can also bring about an increase in school competitiveness.

Then the planning efforts are also carried out by the head of the madrasah, namely by preparing the things needed at the time of New Student Admissions (PPDB), the things that are usually done start from planning a meeting in preparation for accepting new students, for this PPDB there are not many efforts made in such a way that competitiveness increases because when the researcher conducted an interview with the head of the madrasah, things like promotional media, namely brochures that are usually distributed to the community, were not available, the school only prepared the requirements that must be met by prospective new

⁷ Saiful Bahri, "Strategic Planning and Management of Human Resources in Educational Institutions," *EDUKASI: Jurnal Pendidikan Islam* 8, no. 1 (2020): 62–84.

⁸ Radu Pociumban, "THE DECISION MAKING PROCESS IN THE RESOURCES PLANNING STRUCTURES," *Defense Resources Management in the 21st Century* 13, no. 13 (2018): 271–83.

⁹ interview

students to register at MI Al Hikmah Palembang. Based on the description above regarding the planning of the head of the madrasah in increasing school competitiveness. Based on observations, interviews and documentation that have been obtained, the planning of the madrasah principal is quite good, however, for the matter of planning for accepting new students, it has not been carried out like other schools in general, for example by providing brochures to be distributed to the community or holding socialization at least to the local community or Kindergarten (TK) this is done as a promotional event as an effort to increase the competitiveness of the school so that planning in terms of welcoming the acceptance of new students to increase the competitiveness of the school has been carried out optimally to attract the interest of the community with the efforts that have been made.

The results of Rizky Pangestika's research, which he said that in welcoming the acceptance of new students, the promotion section plays a major role as an effort to introduce new prospective students, this is done so that information spread to the outside community so that information is conveyed properly and does not vary.¹⁰ Based on this research, Madrasah Ibtidaiyah Al Hikmah Palembang is not optimal in carrying out promotions because if at the time the acceptance of new students has been opened, this Madrasah is only waiting for the registration of new student admissions at the madrasah, by not doing promotions like schools in general, for example distributing brochures or conducting socialization to the community, this must of course be done as a planning effort to increase the competitiveness of schools to attract public interest.

The head of the madrasah also made plans for the quality of educators as an effort made by the head of the madrasah to improve the competitiveness of schools at Madrasah Ibtidaiyah Al Hikmah Palembang has been done well. The efforts made are by appealing and directing all educators/teachers to take part in training both directly and indirectly and prioritizing discipline in teachers. This is done as a preparation so that the quality of educators is maintained and not technologically illiterate regarding phenomena that are or will occur in the world of education both now and in the future.

Teacher training as an effort to maintain or improve the quality of educators based on the planning has been carried out, namely for direct training carried out at the Al Hikmah Palembang elementary madrasah for four days by inviting speakers from the Ministry of

¹⁰ Rizky Pangestika, Amilda Amilda, dan Mardiah Astuti, "Strategi Pemasaran Dalam Penerimaan Peserta Didik Baru," *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 5, no. 1 (2024): 98–111.

Religion and online training carried out at each teacher's home.¹¹ This online training is carried out by teachers by accessing the Smart Ministry of Religion website, on the website there are several trainings that must be followed by teachers and studied as well as possible, because after the training is complete there will be several questions that must be answered to then be given a certificate as a sign that the teacher has attended the training. Based on observations, interviews and documentation that researchers have done regarding the planning of educator quality. This planning has indeed been done, but it is still lacking in terms of efforts to improve the quality of educators, because to improve the quality of educators there should be some planning that must be done by the head of the madrasah, one of which is direct training that should be carried out once every few months, for example once every two or three months, not just every semester, because if this is done often, teachers will be more updated on how the quality of educators is so that they can continue to match the quality of educators with other schools. As for discipline at the Al Hikmah Palembang Elementary Madrasah, it has been carried out quite well, namely teachers are required to arrive at the Madrasah at 06.15 WIB.

In addition to the description above, the head of the madrasah also carried out community interest planning as an effort to increase the competitiveness of schools in the Palembang Elementary Madrasah which has been carried out quite well. To attract community interest, the head of the madrasah does not impose a monthly Education Development Contribution (SPP) for students. Students are only required to pay the education development fee when registering to become students at the Al Hikmah Palembang Elementary Madrasah. The head of the madrasah also created activities at the madrasah, namely dawn education, which is an activity that is very rarely carried out for other schools around the madrasah because this activity is carried out every Sunday at dawn until finished, this activity is also carried out between students and teachers with classes that have been rotated every week. Another thing that is done to differentiate it from other schools to attract public interest is that the classes for male and female students are separated, so male students are put into classes that only contain male students and female students are put into classes that also only contain female students.

Based on the description above regarding community interest planning, after the researcher conducted observations, interviews and existing documentation. Community interest planning turned out to be the most prominent thing from the efforts planned by the head of the madrasah in increasing the competitiveness of the school. Why is it said so, because the efforts

¹¹ interview

made by the head of the madrasah to increase the competitiveness of the school are certainly different from other schools, because this madrasah does not collect SPP funds which are usually required to be paid once a month, but at the Al Hikmah Palembang Elementary Madrasah, this madrasah does not even try to make it free for those who are unable to register for the initial payment of students, then the dawn education which is rarely done by other schools, then the classes between male and female students are separated. These things have indeed been implemented by the Al Hikmah Palembang Elementary Madrasah.

Organizing the Principal of Madrasah in Increasing School Competitiveness at Al Hikmah Elementary Madrasah, Palembang

Organizing means grouping the necessary activities, namely determining the organizational structure and tasks and functions of each unit in the organization and determining the position and nature of the relationship between each unit or person.¹²¹³ In terms of organizing in this study, namely how the head of the madrasah as a manager, in addition to having to determine program planning, he must also be able to organize, staff, direct and coordinate all his members to be able to implement the program plan that has been set. The organization discussed in this study is the organization of the head of the madrasah in increasing the competitiveness of schools in the Al Hikmah Palembang elementary madrasah. As the description of the research results that have been described previously, the head of the madrasah in increasing the competitiveness of schools in the Al Hikmah Palembang elementary madrasah will be described as follows. The results of Jamrizal's research state that in organizing there are many things that can be done, especially by the principal.¹⁴ A leader who has the authority to organize in an Islamic school environment. The principal organizes with the aim of achieving previously planned targets. And the principal's leadership in managing his workforce is also an organizing effort.

The organization of the head of the madrasah in this study is the head of the madrasah who regulates and approves the organization of all Madrasah devices in the organizational structure that has been divided into each person, namely starting from teachers and education

¹² Achmad Suharno, Ahmad Faqih, dan Tati Suprapti, "Mengimplementasi Algoritma Self-Organizing Map untuk pemetaan data kasus COVID-19 di Jawa Barat," *JURSIMA* 10, no. 3 (2022): 218–22.

¹³ Siti Hasna Isnaeni, "Analisis Kelompok Faktor-Faktor Kemiskinan dan Kesenjangan Perekonomian Menggunakan Algoritma Self Organizing MAPS (SOM) di Jawa Tengah Tahun 2015," *Riset Akuntansi dan Keuangan Indonesia* 3, no. 1 (2017): 40–48.

¹⁴ Jamrizal Jamrizal, "Pengaruh perencanaan, pengorganisasian dan pengawasan terhadap kepemimpinan kepala sekolah (Literature review manajemen pendidikan)," *Jurnal Manajemen Pendidikan Dan Ilmu Sosial* 3, no. 1 (2022): 479–88.

personnel at the Al Hikmah Palembang Elementary Madrasah. The organization that has been directed and divided by the head of the madrasah is described as follows. The organization of the quality of educators as an effort by the head of the madrasah to increase competitiveness at the Al Hikmah Palembang Elementary Madrasah based on observations, interviews and documentation that researchers have observed and carried out, namely by implementing the planning that has been planned by starting to divide the organizational structure related to the quality of educators/teachers.¹⁵ This is done by holding direct training at the Madrasah for several days by inviting external speakers, namely from the Ministry of Religion, with organizations or people who manage this training, namely the Head of the Madrasah himself as the chairman, Mrs. Armi from the TU staff as Secretary, Mrs. Ayu from the TU staff as the coordinator of training equipment and Mr. Yudha, a representative of the teachers as the coordinator of arrangements for teachers at the Madrasah and Mr. H.M Tohir and Mrs. Yuliana from the Ministry of Religion as speakers for the Merdeka Curriculum training. In addition, the head of the Madrasah has also given direction to all educators to maintain quality in educating and teaching students at the Madrasah.

Organizing the quality of facilities as one of the efforts of the head of the madrasah in increasing the competitiveness of schools at the Al Hikmah Palembang Elementary Madrasah based on observations, interviews and documentation that researchers have observed and carried out, namely by providing an appeal to all members of the madrasah starting from teachers, students, and education personnel to maintain and care for the facilities provided by the school as things that can be utilized by everyone at the school, especially students who are studying at the Madrasah. The principal has divided this organization as the person in charge of maintaining the quality of madrasah facilities, namely starting from the head of facilities who is tasked with monitoring and being responsible if there is damage to school facilities by seeing which ones can be repaired and which ones should be replaced for the convenience of using facilities in the madrasah, the head is Mr. Birul Walidayni, the secretary as a recorder, reporting which is then carried out data collection regarding damaged facilities that may be repaired or replaced, the secretary is Mrs. Ayudiah and the Coordinator of inter-class facilities who is tasked with supervising the quality of facilities and can reprimand if the facilities in the madrasah are not used or utilized properly. The coordinator is Mr. Zulfimar.

¹⁵ Interview

Organizing Community Interest as an effort by the principal of the madrasah to increase school competitiveness at the Al Hikmah Palembang Elementary Madrasah based on observations, interviews and documentation that researchers have observed and conducted, the principal of the madrasah did not specifically appoint people who were assigned to try to increase community interest or not. However, the principal of the madrasah implemented a school program as an effort to attract community interest, namely dawn education, this dawn education is carried out once a week, namely on Sundays only, this is done in turns between each class that has been divided, as for organizing in terms of managing the dawn education program at the Al Hikmah Palembang Elementary Madrasah, it is the homeroom teacher of each class whose turn it is to take part in this madrasah program. The results of Abdul Basyar's research,¹⁶ he said that in this organizing strategy, a strong leadership character is needed and is able to manage opportunities and challenges, in the current context, especially in the context of the dynamics of education in schools, a strong leadership character will be able to dynamize educational institutions in efforts to implement character education in schools. Based on the research, the head of the madrasah as a leader in terms of organizing opportunities and challenges is still not maximizing when accepting new students, because when welcoming the acceptance of new students, the head of the madrasah does not hold a promotional event, even though this is a good and appropriate opportunity or chance to do when the acceptance of new students has been opened.

Based on the descriptions above that have explained about the Organization of the Madrasah Principal in Increasing School Competitiveness at the Al Hikmah Palembang Elementary Madrasah, namely organizing is an important thing to do after planning, because from this organization we can know and understand the tasks that have been given and these tasks will be accounted for as well as possible in order to realize the goals of the madrasah. Although in this organization the madrasah principal has not been too optimal in its implementation, but when the division of organization is carried out the madrasah principal does not only appoint people carelessly or without seeing the abilities possessed by the person, here the madrasah principal organizes everything well, because before the organizational structure was ratified the madrasah principal had held a previous meeting with the people concerned who would be appointed as the person in charge of the tasks that had been given and

¹⁶ Abdul Basyar, "Strategi Pengorganisasian dan Model Penerapan Pendidikan Karakter di MA Mathla'ul Falah Tanara Kabupaten Serang." (PhD Thesis, UIN Sultan Maulana Hasanuddin Banten, 2019).

also this organization had been approved in advance by the people concerned, both from teachers and education personnel at the Al Hikmah Palembang Elementary Madrasah. In addition to that, in this organization, the head of the madrasah should also organize people from the madrasah to be asked as a committee to welcome the acceptance of new students to hold promotions, this effort is made so that the Al Hikmah Palembang elementary madrasah is increasingly known by the wider community and not only the local community close to this madrasah, so that if this has been done, it is possible that when accepting new students, the number of students will increase even more than in the previous year.

The Implementation of the Principal of Madrasah in Increasing School Competitiveness at the Al Hikmah Elementary Madrasah, Palembang

Implementation (actuating) is to arouse and encourage all members of the group to want and strive hard to achieve goals sincerely and in harmony with planning and efforts. Implementation is the relationship between individual aspects caused by the arrangement of subordinates to be understood and effective division of work for real institutional goals.¹⁷¹⁸ Implementation is an effort to make planning a reality, through various directions and motivations so that each employee can carry out activities optimally according to their roles, duties and responsibilities. Implementation is an effort made by a person or group after they have made plans and organized, implementation is carried out so that the desired goals can be achieved according to planning and organizing.

The implementation discussed in this study is the implementation of the madrasah principal in improving school competitiveness at the Al Hikmah Palembang elementary madrasah. As the description of the research results that have been described previously, the discussion and findings on the implementation of the madrasah principal in improving competitiveness at the Al Hikmah Palembang Elementary Madrasah will be discussed as follows.

The implementation of the madrasah principal in improving competitiveness at the Al Hikmah Palembang Elementary Madrasah has been carried out quite well, communication between the madrasah principal and teachers and education personnel runs smoothly, they do

¹⁷ Minda Patriah dkk., "Management of Use of E-Learning Applications in Pack C Equality Education in Improving Student Learning Quality," *Journal of Islamicate Studies* 5, no. 1 (2022): 86–94.

¹⁸ Sabri Sabri dkk., "Sustainable Development in Social, Economic and Cultural Context to Answer Global Challenges to Improve Community Welfare in Indonesia," *CENDEKIA: Jurnal Penelitian dan Pengkajian Ilmiah* 1, no. 12 (2024): 857–65.

not mind if asked to carry out tasks by the madrasah principal and do not feel heavy-hearted if they want to convey something related to matters related to the madrasah to the madrasah principal.

In addition, the head of the madrasah also routinely holds meetings every month by gathering all teachers and education personnel to discuss the performance that has been carried out over the past month, this is done as an open forum where all teachers and education personnel are free to convey or provide suggestions related to something or problems that are happening in the Madrasah. This is done by the head of the madrasah to build relationships between teachers, education personnel and the principal himself, because during daily working hours they do not have time to gather because of the busy teaching and other work tasks carried out at the Madrasah.

The implementation of coordination between the head of the madrasah and teachers is very important to do because through this coordination the head of the madrasah and teachers can find out what needs to be done next to improve the quality of educators so that they will be able to meet the needs of the community so that if this has been implemented properly and correctly, efforts to improve the competitiveness of schools at Madrasah Ibtidaiyah Al Hikmah Palembang can also run well. The head of the madrasah also carries out efforts to improve the quality of educators, this is important to do because through these educators students will be given education and teaching at the Madrasah, therefore the quality of educators/teachers must of course always be developed and improved so that educators can stay updated with the phenomena that are happening in the world of education. To improve the quality of educators, the head of the madrasah provides something that must be followed by all educators/teachers at the Al Hikmah Palembang Elementary Madrasah, namely in the form of training conducted at the Madrasah, the training that has just been completed is the Merdeka curriculum training for all teachers at the Madrasah, this training is carried out directly at the madrasah as well as indirect training, namely through the smart Kemenag website which can be accessed by all teachers.

In addition, teachers invite students to create a work regarding learning that requires students to work by producing a product such as displays in the classroom and containers that can be used to place several objects, so that both teachers and students can be more creative and innovative because they produce several objects from the learning that has been learned, while now learning is guided by the Merdeka curriculum which requires students to be creative and have independence, with this the teacher tries so that students have other skills besides learning

obtained from books also obtained directly by learning in practice which produces the product. The results of Syakdia Apria Ningsih's research,¹⁹ in her research she said that the role of teachers in the field of education is very significant. They not only act as teachers, trainers, and educators for students, but also participate in various aspects of the learning process, such as motivators, mediators or facilitators, as well as evaluators and class managers. Based on the research, it can be said that teachers have an important role in an educational institution, because through these teachers, students can be guided both in academic and non-academic abilities so that their abilities can be formed and continuously honed better than their previous abilities, therefore it is very important to improve the quality of educators for madrasas so that the goals desired by all madrasa residents can be achieved properly and precisely, especially in terms of increasing school competitiveness.

Based on the description above regarding the implementation of educator quality as an effort to improve school competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang, based on observations, interviews and documentation that researchers have observed and carried out, these things have indeed been carried out by the head of the madrasah at Madrasah Ibtidaiyah Al Hikmah Palembang. However, for online/online educator training accessed through the Kemenag Pintar website, this has not been optimally carried out by educators as an effort to improve the quality of educators, because there are still teachers who have not participated in this training, the reasons from several teachers are that there are still those who do not understand how to access computers, there is no time when they are at home to access the Kemenag Pintar website and so on, even though this online training should be mandatory to follow because it is routinely carried out and also quite easy than direct training which is only carried out once every few months. In addition, the head of the madrasah also implements the quality of facilities which are also important to do, because through these facilities the teaching and learning process and activities in the Madrasah can be carried out, if the facilities are of good quality, they can be utilized properly to help teaching and learning activities in the Madrasah of course. In order to maintain the quality of the facilities, it is necessary for the madrasa community to carry out routine maintenance, especially the use of facilities in the madrasa must be carried out as well as possible so as not to damage the facilities that have been provided.

¹⁹ Syakdia Apria Ningsih, "Pentingnya Profesionalisme Guru dalam Meningkatkan Kualitas Pendidikan," *JURNAL PENDIDIKAN DAN ILMU SOSIAL* 2, no. 3 (2024): 288–93.

Based on the descriptions above regarding the Implementation of the Madrasah Principal in Increasing School Competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang Several of these implementations have been implemented well, there are several things that have been done with less than optimal results and do not really affect or reduce the increase in school competitiveness at Madrasah Al Hikmah Palembang, this is proven by the increase in new students which continues to increase from year to year. The efforts that are very influential in efforts to increase school competitiveness at Madrasah Al Hikmah Palembang are community interest where the Madrasah creates several programs that are all rarely found in other schools, especially schools that are close to the Madrasah, this community interest is one of the very important things to do in the efforts of the madrasah principal to increase school competitiveness.

Supervision of the Head of Madrasah in Increasing School Competitiveness at the Al Hikmah Elementary Madrasah, Palembang

Supervision (controlling) or evaluation in the context of management is a process to ensure that the activities carried out are in accordance with previous planning.²⁰ Supervision is important because it is the last bridge in the functional chain of management activities. Control is one way for managers to find out whether the goals of the organization are achieved or not. In addition, controlling is a concept of control, monitoring the effectiveness of planning, organizing, and implementation.

The results of Sentot Harman Glendoh's research,²¹ he said that the function of supervision in the implementation of management is very important, because it is needed to prevent various obstacles during the implementation of activities that have been planned and organized to achieve goals. Based on this research, supervision does need to be done, because supervision is the last thing done in the implementation of management functions, supervision is also an important part of management, because through this supervision we can find out and assess what has been done, namely starting from planning then organizing to implementation. In this supervision, individuals or groups only need to supervise or monitor what has been done whether it has achieved the goal or not and what are the problems or obstacles experienced so that the goal is not achieved and if the goal is achieved, then individuals or groups can re-

²⁰ Ayi Abdurahman, Ali Rohmad, dan Eny Haryaty, "Supervision Planning in Controlling activities in Educational Institutions," *EDUKASI: Jurnal Pendidikan Islam* 11, no. 1 (2023): 142–52.

²¹ Sentot Harman Glendoh, "Fungsi pengawasan dalam penyelenggaraan manajemen korporasi," *Jurnal manajemen dan kewirausahaan* 2, no. 1 (2000): 43–56.

implement what has been done to achieve the goals to be achieved. The supervision discussed in this study is the supervision of the head of the madrasah in increasing the competitiveness of schools at the Al Hikmah Palembang elementary madrasah which will be described as follows.

Supervision of the madrasah principal in this study is by the madrasah principal who always carries out an evaluation system, especially in order to find out whether the school's competitiveness has increased or not, then monitoring and supervision are also carried out regarding matters at the Al Hikmah Palembang Elementary Madrasah which are described as follows.

Supervision of the quality of educators has been carried out by appealing and providing direction for teachers to take part in training directly by supervising them during the training and also reprimanding teachers if there are mistakes or errors in carrying out the duties that have been given as educators at the Al Hikmah Palembang Elementary Madrasah. In terms of supervision of the quality of educators, it is still not optimal for the madrasah principal to do, because there are times when during class hours at the madrasah, the madrasah principal is not at the madrasah so that he cannot supervise directly when the learning process at the madrasah is carried out.

Supervision of the quality of facilities is carried out by the madrasah principal conducting periodic evaluations and supervision to maintain the quality of facilities in the madrasah so that they can be beneficial for all people at the madrasah. In addition, the principal also received various complaints from teachers, education staff and students regarding the quality of facilities at the Al Hikmah Palembang Elementary Madrasah so that solutions can be sought for suggestions for damaged madrasahs, namely that they can be repaired or even replaced so that the quality of facilities at the Madrasah is maintained and can be used.

Supervision of school achievement has been carried out, namely the principal of the madrasah monitors when they will take part in the competition competition to achieve school achievements, starting from asking teachers to guide students in preparation for taking part in the competition until when the competition competition is held, the principal also accompanies teachers and students to the place where the competition participants are held and also waits until it is finished. This is done both in academic and non-academic competitions.

Supervision of community interest is carried out by the principal of the madrasah by evaluating and monitoring through the situation regarding what is currently in the world of education, especially through the local community, the principal of the madrasah of course always updates things that are popular with the community until programs appear in the

madrasah that aim to attract community interest, namely not enforcing the Education Development Contribution (SPP) for each month, as for those who cannot afford to pay the registration fee, new students will be free of charge and the new program that has been carried out during this new school year is the dawn education which is held every week, this program can be said to be rarely found in other madrasahs, especially schools that exist or are in the same area as the Al Hikmah Palembang Elementary Madrasah.

The results of Amiga Putri's research,²² in her research she said that the principal's strategy in improving the culture of quality and competitiveness of the school that there are several obstacles in the principal's leadership but the principal tries to conduct an evaluation through a meeting with the vice principal and teachers and staff and also conducts regular supervision to be able to overcome this. For the principal of the Al Hikmah Palembang Elementary Madrasah in his supervision as an effort to improve the competitiveness of the school in this case the principal also holds a meeting with the teachers and education staff at the madrasah once a month in order to find joint solutions to various obstacles faced, this is done by the principal of the madrasah of course as an effort by the madrasah to improve the competitiveness of the school at the Al Hikmah Palembang Elementary Madrasah.

Based on the descriptions above which discuss the Supervision of the madrasah principal in improving school competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang. After the researcher conducted interviews, observations and direct documentation regarding the matters that have been discussed, supervision of the madrasah principal in an effort to improve school competitiveness has been carried out. However, for supervision of the learning process which should be carried out every day, namely Monday to Saturday during teaching and learning hours, based on observations that the researcher has made during the research at Madrasah Ibtidaiyah Al Hikmah Palembang, the madrasah principal is often not in the madrasah during the learning process so that he cannot carry out direct supervision.

CONCLUSION

The implementation of madrasah principal management in improving school competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang starting from planning, organizing, implementing and supervising has not all been carried out optimally. This is in the

²² Amiga Putri Minanda, "Strategi kepala sekolah dalam meningkatkan budaya mutu dan daya saing sekolah di SMA Brawijaya Smart School Malang" (PhD Thesis, Universitas Islam Negeri Maulana Malik Ibrahim, 2022), <http://etheses.uin-malang.ac.id/id/eprint/35506>.

planning and implementation of new student admissions, namely the promotion event is still not optimally carried out as an effort to improve school competitiveness, the implementation of the quality of educators where not all teachers have participated in online training, some have only participated in direct training which is carried out at the madrasah, organizing, namely the madrasah principal does not divide tasks for teachers or education personnel to carry out promotions when welcoming new student admissions at the madrasah and supervision of the madrasah principal where the madrasah principal is often not at the Madrasah every day during the learning process to carry out supervision. This must of course be done as an effort by the madrasah principal to improve school competitiveness at Madrasah Ibtidaiyah Al Hikmah Palembang.

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