

Managerial of School Principals to Create Effective Schools (Study at Islamic Junior High School)

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Abstract

School leaders play an important role in the implementation of teaching in the classroom. SMPI Sabilurrosyad in Mojokerto which is located at Jalan Raya Kartini. Number 19 was established in 2007 and currently has 6 classes with a total of 150 students, supported by 21 teaching staff and 6 educational staff. This is directly related to the managerial ability of the principal. Therefore, the researcher wants to analyze the managerial management of Islamic junior high school principal Sabilurrosyad Jetis Mojokerto planning the effectiveness of learning. The formulation of the problems in this study are: 1) How does the managerial of the Sabilurrosyad Jetis Mojokerto Islamic junior high schoolhead plan the effectiveness of learning? 2). How does the managerial of the Sabilurrosyad Jetis Mojokerto Islamic junior high school principal implement learning effectiveness? 3). What are the managerial results in the implementation of learning evaluation at Sabilurrosyad Jetis Mojokerto Islamic junior high school? By using this type of qualitative research. After conducting research the researchers found the results, namely 1). The managerial ability of the principal in making school improvement plans in accordance with effective school standards. 2). Sabilurrosyad Jetis Mojokerto Islamic junior high school leadership skills in effectively managing the institution according to procedures, such as having a different organizational structure that clearly describes roles, tasks and functions, especially by issuing assignment letters and decisions. 3). head of Islamic junior high school Sabilurrosyad, has successfully used his managerial skills to build an effective school with a myriad of achievements achieved Islamic junior high school Sabilurrosyad Jetis Mojokerto.

Kata kunci:

Manajerial, Manajerial Kepala Sekolah, Sekolah Efektif

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Abstrak

Pimpinan sekolah berperan penting dalam pelaksanaan pengajaran dalam kelas. SMPI Sabilurrosyad di Mojokerto yang beralamat di Jalan Raya Kartini. Nomor 19 berdiri sejak tahun 2007 dan saat ini memiliki 6 kelas dengan jumlah siswa 150 orang, didukung oleh 21 tenaga pengajar dan 6 tenaga kependidikan. Ini secara langsung berkaitan dengan kemampuan manajerial kepala sekolah. Oleh karena itu peneliti ingin menganalisis tentang manajerial kepala SMP Islam Sabilurrosyad Jetis Mojokerto merencanakan efektifitas pembelajaran. Rumusan masalah dalam penelitian ini adalah:1) Bagaimana manajerial kepala SMP Islam Sabilurrosyad Jetis Mojokerto merencanakan efektifitas pembelajaran?. 2).Bagaimana manajerial kepala sekolah SMP Islam Sabilurrosyad Jetis Mojokerto mengimplementasikan efektifitas pembelajaran?. 3). Bagaimana hasil manajerial dalam penerapan evaluasi pembelajaran di sekolah SMP Islam Sabilurrosyad Jetis Mojokerto? Dengan menggunakan jenis penelitian Kualitatif. Setelah melakukan penelitian peneliti menemukan hasil yaitu 1). Kemampuan manajerial kepala sekolah dalam membuat rencana peningkatan sekolah yang sesuai dengan standar sekolah efektif. 2). Keterampilan kepemimpinan SMP Islam Sabilurrosyad Jetis Mojokerto dalam mengelola lembaga secara efektif sesuai prosedur, seperti memiliki struktur organisasi yang berbeda yang secara jelas menggambarkan peran, tugas, dan fungsi, terutama dengan menerbitkan surat tugas dan keputusan. 3). kepala SMP Islam Sabilurrosyad, telah berhasil menggunakan keterampilan manajerialnya untuk membangun sekolah yang efektif dengan segudang prestasi yang diraih SMP Islam Sabilurrosyad Jetis Mojokerto

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INTRODUCTION

The government has made every effort to build its human resource base, including issuing Law Number 20 of 2003 concerning the National Education System. This shows how in Indonesia, the legislative framework to regulate education has become stronger. Resources According to Chapter I Article 1 Paragraph 23 of the law, people, people, money, facilities, and infrastructure are all used in the implementation of Education. (Adilah & Suryana, 2021)

In addition to providing adequate facilities and infrastructure, the law clearly describes the amount of education needed and the need for qualified educators in their fields. Apart from being educators, school leaders play an important role in the implementation of classroom teaching. Like a teacher, the principal involves students in teaching and learning activities. If school principals want to advance, they must have a key role in monitoring school administration as part of the teaching staff.

Husnul Yaqin outlined how the administrative duties of school principals can be seen in the following fields and processes: Personnel, student affairs, school administration, local community, teaching and learning curriculum, school facilities, and infrastructure.

When it comes to administrative processes, this includes problem-solving, goal setting, decision-making, scheduling, organizing, coordinating, assigning tasks to others, communicating, and judging (Husnul Yaqin: 2011)

The responsibilities of the principal as an administrator in a school are many, as can be seen from the description of the responsibilities mentioned above, if explained one by one. In principle, they must be able to lead well considering the weight of their responsibilities. Due to the substantial influence of strong principal leadership on the academic development of instructors and students (Dewi & Muttaqin, 2024). James H. Stronge and colleagues categorized the following characteristics of principal behavior and duties that directly promote leadership activities: Some of the themes discussed included instructional leadership, classroom culture, human resource management, teacher evaluation, operations coordination, communication, and public relations, as well as the principal's professionalism in the field and his or her role in student achievement (James: 2013)

All of the responsibilities and obligations of the principal mentioned above are necessary to create an efficient or quality school. According to Edward Sallis, The characteristics of the flagship school in Sudarwan Danim: 1) The school pays a lot of attention to internal and external customers, 2) The school has made a commitment to work diligently and concentrate on measures to avoid problems from the beginning, 3) The school has invested in its staff to keep from various very difficult to recover from "psychological disorders", 4) The institution has a strategy to guarantee quality at all levels, especially in terms of leadership, academic staff, and administrative personnel,

5) The school handles complaints or interprets them as input to improve quality and frames mistakes as opportunities to improve them later, 6) The school has a long-term, medium, and short-term planning policy to achieve quality, 7) Everyone is involved in the school's development efforts according to its main roles, responsibilities, and duties, 8) The school promotes innovation, the capacity to produce superior work, and the capacity to inspire others to follow suit, 9) The school clarifies the roles, responsibilities, and vertical and horizontal work directions for each individual, 10) The standards and methodologies used to evaluate the school are open, 11) The school uses the quality achieved as a tool to continuously improve the standard of its services, 12) Educational institutions consider quality as an important element of the work environment, 13) Institutions consider continuous quality improvement as very important (Sudarwan Danim: 2006)

Because of the role of school principals as educators, it is clear from the above definition that all instructors—general subject teachers and teachers with diverse backgrounds—have the potential to become school principals, as well as education personnel or closely related to the five main academic competencies (Widdah, 2022). in preparing teachers. a religious education instructor.

This definition also makes it clear that the most important qualification for teachers who are given the position of principal is the ability to manage the school to which they are assigned. Of course, the expanding expansion of schools at both the academic and non-academic levels demonstrates this competence. The academic achievement of school administrators, instructors, and students has improved. Meanwhile, in terms of non-academics, the school now has more buildings and infrastructure.

In one of the schools, the author has conducted field research. SMPI SABILURROSYAD in Mojokerto which is located at Jalan Raya Kartini. Number 19 was established in 2007 and currently has 6 classes with a total of 150 students, supported by 21 teaching staff and 6 education staff. This is directly related to the managerial ability of the principal. Principals, teachers, libraries, prayer rooms, canteens, toilets, UKS warehouse areas, as well as other infrastructure including Internet, laptops, and LCD projectors, are all provided in this school. In addition, students and school staff have been successful in various local to state events. The development of this school is sufficiently explained by the summary of the school profile contained in the attachment to the proposal The results of the author's search and the school profile show that this elementary school is actually developing and advancing in a very different way from other elementary schools.

The development of Sabilurrosyad Jetis Mojokerto Islamic Junior High School cannot be separated from the main important role in carrying out its administrative actions, in planning, organizing, directing, and controlling so that there is an efficient school development process. happen. Year after year, it got better and improved.

The author is particularly interested in taking a closer look at how these school principals manage because not all school administrators are able to do this managerial job effectively. Sabilurrosyad Jetis Islamic Junior High School Mojokerto to become an

effective institution. This research aims to help Sabilurrosyad Islamic Junior High School, Jetis Mojokerto Regency Government, students, and other interested stakeholders to improve teaching standards

RESEARCH METHODS

This type of research is descriptive qualitative research using a case study approach. According to Creswell, qualitative research is a type of research that explores and understands meaning in a number of individuals or groups of people that come from social issues. Qualitative research in general can be used for research on people's lives, history, behavior, concepts or phenomena, social problems, and others (Hammarberg, Kirkman, & De Lacey, 2016). One of the reasons why it uses a qualitative approach is the experience of researchers where this method can find and understand what is hidden behind phenomena that are sometimes difficult to understand (Creswell: 2016)

The role of researchers in data collection at SMPI SABILURROSYAD Jetis, Mojokerto Regency is as an implementer and analyst; In other words, to create an effective case study learning experience at Sabilurrosyad Jetis Mojokerto Islamic Junior High School, the researcher conducted observations as a first step in studying the managerial condition of school principals. In addition, the researcher also conducted interviews related to the research.

The location of this research is at Sabilurrosyad Islamic Junior High School, Jetis Mojokerto. Suharsimi Arikunto, meanwhile, divides information sources into three groups: information collected from individuals, information collected from locations, and information in the form of symbols or written language (paper) (Arikunto: 2006) Information about school principals is one of the data analyzed in this study, teachers, students, infrastructure, committee members, school achievement data, and parents' educational background. After that, secondary data is written and includes details about professors, students, extracurricular activities, class schedules, and other academic activities.

The data collection technique in this study is Observation, In this study, the role of the researcher is only as a passive observer, collecting data about ongoing events and participating in the observation of participants (Hammarberg et al., 2016). According to Nana Syaodih, passive observation only functions as a data store by documenting ongoing actions (Nana Syaodih: 2013) Documentation, which is used by the researcher here, is documentation in the form of photographs, and also recordings during the course of the research and Interviews in the event that the researcher conducts interviews with school principals, teachers, students and canteen mothers (triangulation) (Sugiono: 2013).

To analyze the data, it can be done through 4 stages based on Miles and Huberman's theory, namely: 1) Data collection 2) Data reduction, 3) Data Display, and 4) Verification and conclusion extraction. (Husni Abadi: 2020) Triangulation is a data validity check technique that utilizes something else. (Moleong: 2012) This technique is

carried out by the research by comparing and checking the findings through the main informant with other informants (Prayogi, 2021).

RESEARCH RESULTS AND DISCUSSION

Result

Managerial Principal of Islamic Junior High School Sabilurrosyad Jetis Mojokerto Plans Learning Effectiveness

According to the author, this is a very proud achievement for Sabilurrosyad Jetis Mojokerto Islamic Junior High School because it is chaired by the chairman of the committee with a higher education background. The principal has a bachelor's degree in education, as shown by the table above. In the city of Mojokerto Regency, the chairman of the committee only has a small number of Drs. Teachers' demands as educators are met if there are enough of them, and they are also met if the academic background and courses covered are suitable. Sabilurrosyad Islamic Junior High School has an adequate number of teachers, according to Jetis Mojokerto.

Planning If you want your goals to be achieved as effectively as possible, planning is a process that must be considered. Goals cannot be achieved and operations cannot function effectively without careful preparation. All the actions of the institution are outlined in this plan, consisting of how to act, why to act, and what to do. The author will discuss the planning at the Sabilurrosyad Jetis Mojokerto Islamic Junior High School using the formula that was planned previously. Under the direction of the principal Sholikin S, Pd. Making a plan is the responsibility of Mr. Sholikin S, Pd as the head of the education provider. Researchers have found records that reveal schools have plans that are reflected in the school's programs. The principal needs to know specifically about the activities that the school will need in connection with the program. what is required to meet academic objectives. As a result, the principal is required to do this. Because it is the duty of the principal to actively design the school curriculum. This is revealed in the following interview excerpt: "I have a school program for school progress, namely the school strategic plan," said the principal.

From the aforementioned interviews, the principal decided that the school should have a program with the aim of encouraging academic progress and institutional effectiveness. This program will be a schedule of many events that will take place in the school over a period of time.

Based on the findings of the school program activity document published by the author, the school program is made as an initiative of the vision and goals of the institution referred to in the short-term, medium-, and long-term curriculum of the mission. Below is an excerpt from the main interview. The school program is part of the curriculum and of course refers to the vision and mission of the institution through program planning for the short, medium, and long term."

The following interview shows how Yulitatie, a curriculum specialist, emphasizes the principal's school program in light of the principal's previous statement: "Naturally, he should have a strategy for the school as his principal. The plan consists of

short, medium, and long-term plans, all of which support the vision and goals of the institution."

The School Budget Work Plan (RKAS), which is the implementation of the education program, will ultimately be a source of funding for all future projects. Regarding the tasks to be completed, the places to be used, and the resources that support program activities in the school are needed.

Managerial Principal of Sabilurrosyad Jetis Islamic Junior High School Mojokerto Implements Learning Effectiveness

The state of students at Sabilurrosyad Islamic Junior High School, Jetis Mojokerto, 554 people will be enrolled in classes during the 2022–2023 school year. Grade VII students were divided into two study groups, followed by students in grades VIII and IX. Sabilurrosyad Jetis Islamic Junior High School Mojokerto Infrastructure and facilities are still lacking. Given the number of students, the author argues that the shortage of classrooms and toilets/toilets does not meet the criteria and must be added. Musholla then maintained the strength of the classroom by conducting religious activities, especially Islamic ones, in a sizable mosque next to the school. In addition, there is no lab room, and the musical instruments and costumes of the art room are stored in the teacher's room rather than in a separate storage area. Even with few resources, learning works very well. Students behave well, neatly, and cleanly.

The curriculum of Sabilurrosyad Islamic Junior High School, Jetis Mojokerto Sabilurrosyad Islamic Junior High School Jetis Mojokerto now uses the 2013 or K-13 curriculum in addition to the Independent curriculum. The preparation of this program pays attention to the following standards: content standards, graduate competency standards, assessment standards, infrastructure process standards, educator and education standards, management standards, and assessment standards. In addition, the Curriculum Preparation Guidelines made by BSNP with input from the School Committee are also influential.

These guidelines serve as the basis for developing this curriculum. a. Placing a strong emphasis on the potential, growth, needs, and interests of children and the environment, the curriculum is designed with the idea that children are in a very important position to develop their skills so that they can grow into people who respect and glorify God Almighty, have noble character, are healthy, knowledgeable, and able to be creative and independent. and become a prosperous citizen. an accountable and democratic country. To maximize the potential of Islamic Junior High School students, Sabilurrosyad organizes various extracurricular activities, including PMR (Youth Red Cross), Scouting, Futsal, Olympic Guidance, and other activities. Students are also allowed to choose the extracurricular activities they want to participate in. b. Diverse and integrated, In the preparation of the curriculum, it is very important to recognize and not discriminate between differences in character education and the nation's culture, as well as differences in religion, ethnicity, culture, customs, socioeconomic level, and gender. These factors include the diversity of student characteristics, regional

circumstances, levels and types of education, and regional circumstances. c. Reacting to advances in art, science, and technology. The curriculum was developed with the awareness that technology, science, and the arts are all advancing rapidly. As a result, the passion and content of the curriculum provide students with the opportunity to learn about and benefit from advances in science, technology, and the arts. d. Important in terms of daily needs. Stakeholders are united in the preparation of the curriculum to ensure its relevance to the demands of life, including social life, the scope of the company and the workplace. The development of one's individual, social, intellectual, and professional talents is essential or necessary. e. Continuous and thorough, All aspects of competence, scientific domain, and discipline At all levels of education, lessons are planned and taught regularly, all covered in the content of the curriculum. f. Lifelong education, The Curriculum places a strong emphasis on student growth, nurturing, and sustainable empowerment. By paying attention to the changing conditions and needs of the environment in accordance with the direction of human growth as a whole, this curriculum connects the characteristics of formal, non-formal, and informal education.

School and Community Relations, The Environment at Sabilurrosyad Jetis Islamic Junior High School Mojokerto is fairly safe and clean because of the strong relationship between the school and the local community. This bond can be seen from the closeness that exists between Jetis Mojokerto, Sabilurrosyad Islamic Junior High School, and the surrounding environment. Jetis Mojokerto always invites the surrounding community to participate in every important event held at Sabilurrosyad Islamic Junior High School, including the celebration of Akhirussanah, Prophet's Birthday, and Eid al-Adha. Even religious activities are allowed in mosques close to schools, including congregational dhuhur prayers, dhuha prayers, and spiritual guidance.

To provide a research-related response to the problem raised in the problem characterization of the previous chapter, we will present the results of the principal's managerial research in this section. This research was conducted at Sabilurrosyad Jetis Islamic Junior High School Mojokerto to establish an effective recitation school. Based on the findings of in-depth interviews with key informants and supporting informants as validation of data from the main informants about the description of the principal's management, study data was obtained in accordance with real conditions in the field. Field data provides insights into how to organize, lead, and control a successful school.

The RKAS paper provides a quadrennial strategy for school development programs while paying attention to available resources. Owned. The curriculum is determined by the principal of Sabilurrosyad Islamic Junior High School, according to Jetis Mojokerto, with the RKAS being prepared and discussed in school committee meetings and teacher councils. synchronization, as the next part of the main interview shows: "What is clear is that a committee usually consisting of parents and the entire teacher council is always involved in the planning process of creating a school program or RKAS. We investigate the most pressing needs in schools for both students and teachers before drafting and planning for them"

At the coordination meeting (Rakor) that took place at the beginning of the year, the Rakas was prepared. The principal's statement in the field of curriculum management and program implementation reads: "All school groups and structures participate in the development of the school program and RKAS, and meetings are invited at the beginning of each semester. Everything is discussed together to advance the school."

The author's document, which shows that a coordination meeting is held at the beginning of each year, specifically at the close of each academic year before the start of the following year, serves as further confirmation of this. There is involvement from every part of the school. according to the existing meeting invitation letter.

The school then practices an action plan to establish and implement the RKAS as intended. Therefore, the protocol of the coordination meeting is as follows: "The first RKAS drafting team in this school was formed under the direction of the committee, the principal, and the teacher council. The situation at the school was then checked. Checking the location of the school and the student population helps determine its conditions.

From the explanation of the time division, it is clear that the RKAS will be carried out in 4 quarters between 2022 and 2023. For a one-year period, from January to December 2022-2023, everything has been planned and budgeted.

With the help of the budget, it is hoped that there will always be an increase, so that for example, graduates of Sabilurrosyad and Jetis Mojokerto Islamic Junior High School get the best predicate at the provincial and federal levels for graduate competency standards. To prepare students for exams, parents of students are included in the teacher council and by the school administration. This is how the strategy is implemented. The budget clearly shows the availability of funds for the implementation of Exams (UASBN exams) and School Exams (UASBN).

Managerial Results in the Implementation of Learning Evaluation at the Sabilurrosyad Jetis Islamic Junior High School, Mojokerto

The managerial results in the implementation of learning evaluation at Sabilurrosyad Islamic Junior High School, Jetis Mojokerto, reflect the school's commitment to improving the quality of education through systematic and measurable programs. The principal has a comprehensive program design by forming an RKAS Drafting Team consisting of a committee, teachers, and principals. This team is tasked with analyzing the situation in the school, which includes aspects of location, student input, school demographics, and economic conditions. This step is important to understand the real conditions of the school and formulate the right strategy.

After the analysis of the situation, a one-year goal is set that builds on the four-year goal, which must be achieved during the period. In addition, the identification of current real-world difficulties is carried out by comparing the current situation with the anticipated situation one year ahead, while always referring to the eight requirements of

the government. The next step is to create a large monetary budget for expenses for the whole year, followed by the creation of a program implementation plan.

Not only that, but a plan for monitoring, observation, and assessment is also drawn up to ensure every step of the program can be monitored and assessed on a regular basis. The creation of a program schedule is an important part of ensuring the smooth implementation of every educational activity at this school.

The curriculum of Sabilurrosyad Islamic Junior High School is designed with the idea that children are in an important position to develop their skills so that they can grow into individuals who respect and glorify God Almighty, have a noble character, are healthy, knowledgeable, creative, independent, and become prosperous, accountable, and democratic citizens. To maximize student potential, the school organizes various extracurricular activities such as PMR (Youth Red Cross), Scouting, Futsal, Olympic Guidance, and others. Students are given the freedom to choose the extracurricular activities they are interested in, with the full support of all teachers who help and divide the work in the school.

The Sabilurrosyad Islamic Junior High School RKAS program for 2022-2023 includes the National Education Standards (SNP) which are referred to in eight areas. Some of the main programs planned include the development of graduation competencies through UASBN trials (Try Out) and the implementation of UASBN, school curriculum revision, new student admissions, remedial teaching, and various extracurricular activities. School health efforts (UKS), the purchase of sports equipment, and supporting facilities are also priorities in the school budget.

In addition, the school also focuses on the development of educators and education personnel, the development of school facilities and infrastructure, the management of BOS funds, and the implementation of structured assessments. All of this is done to create a holistic educational environment and support student development optimally.

DISCUSSION

Managerial of school principals in creating effective schools

Management is the process of putting together a coordinated team of individuals to carry out a predetermined goal, and management is closely related to management (Kholid, n.d.). This relationship must be developed in an organization by a leader, especially the principal, so that the organization is ultimately tasked with managing education that is directly linked to the learning process.

Effective school management is the process of utilizing school resources with logical and methodical actions, such as planning, organizing, directing, and managing. Meanwhile, input, process, and output are a fundamental part of the school as a system. The three components form a powerful and interrelated group that influences, demands, and governs each other. Therefore they cannot be separated from each other as a result.

All that is needed for processing to happen and deliver the required results is the school's input. Resources and inputs for management or leadership can be separated into

two groups. Contact between students and teachers is an important part of continuous learning that takes place in schools. These contacts are supported by various variables to direct the KBM.

Planning is carried out at the school level to determine what needs to be done and how to do it to achieve the goals set or mutually agreed upon in the school concerned, including the budget required to finance the plan. activity. Planning is the process of deciding in advance what needs to be done, procedures, and methods of implementation to achieve organizational goals.

Planning is the outline of the scenario that will be used at SMP Islam Sabilurrosyad Jetis Mojokerto to achieve the desired results. What will be done, when, how much will it cost, and what results can be expected? Manulang emphasized that there are six elements of effective planning: 5W1H.

Every educational institution at every level, including schools, is required to have an SNP, in accordance with SNP (National Education Standards) Government Regulation Number 19 of 2005. Permendiknas Number 19 of 2007 concerning Education Management Standards expressly states that it must be done. (The Annual Work Plan of the School Activity Plan and Budget (RKAS) is implemented in accordance with the Medium-Term Work Plan, Permendiknas No. 19 of 2007 concerning Education Management Standards, which explains the goals to be achieved within four years related to the quality of graduates to be achieved and the improvement of components that support the improvement.

Jetis Mojokerto must be able to create graduates (outcomes) who have the necessary abilities to advance in line with the ideas that have been discussed above about Sabilurrosyad Islamic Junior High School. Jetis Mojokerto, a teacher at Sabilurrosyad Islamic Junior High School, must continue to improve the teaching and learning process. For facilities, infrastructure, and other educational resources to be effective, they must be provided, developed, managed, and disseminated. To realize the above, schools must collaborate with all related parties. Therefore, you should create a School Work Plan that outlines everything you want to do to achieve this. So that they are fully aware of the steps that must be taken in order to fulfill the school's tasks, goals, and ideals.

The determination of the school's vision, mission, and goals describes the direction to be taken and what it wants to achieve. This is the beginning of the journey or the first step. The direction that the school will take must be decided by the Principal of Sabilurrosyad Islamic Junior High School Jetis Mojokerto in consultation with educators and parents, as long as it does not conflict based on the State, in accordance with the goals of national education as stipulated in Law Number 23 of 2003. school system (Widdah, 2022).

A condition that must be immediately present with vision. The idealistic state or goal to be achieved must be associated with the quality of teaching. The ideals here include nationalism, justice and humanity, a high moral foundation, and educational excellence.

The stages that occur from departure (initial conditions) and arrival points at the final destination are stages whose articulation is contained in the vision and goals. The stages that take place from the beginning (initial conditions) and the point of arrival of the final destination are stages whose articulation is contained in the vision and mission. Annual goals, which are usually referred to as targets or objectives, are divided into medium-term goals in a precise formulation.

Jetis Mojokerto, the principal of Sabilurrosyad Islamic Junior High School, has carried out planning initiatives that are in line with Husaini Usman's theory of the role of Stages that take place Stages whose articulation contained in the vision and mission is between the starting point (initial condition) and the point of arrival of the final destination.

Planning sets a strategy to carry out activities and sets the goals of the strategy to carry out activities. Planning also serves as a guide for implementation and control. Create a plan of action or goal to achieve a specific goal. The plan must be well designed, with an evaluation process that is carried out systematically taking into account the organization's objectives as well as the conditions and resources available. Stages that take place The stage between the beginning (initial condition) and the point of arrival of the final goal is articulated in the vision and mission.

Stages that take place Stages whose articulation is contained in the vision and mission are between the starting point (initial condition) and the point of arrival of the final destination. To achieve its goals effectively, an organization must divide and allocate work to each of its members. It is necessary to create an organizational structure that is in line with the organization's goals, available resources, and external environment as part of the organizing process. Departmentalization, or grouping of organizational work functions so that they are mutually exclusive, is a key step in the process of creating an organizational structure. Relevant and collaborative. An organizational chart, which displays the organization's formal structure, will reflect this. The division of labor is when the work is broken down in such a way that each employee in an organization is only responsible for a specific set of tasks. Stages that take place Stages whose articulation is contained in the vision and mission occur between the starting point (initial condition) and the arrival point of the final destination.

These two elements serve as the foundation for building a business to achieve its goals successfully and efficiently. The principal has carried out his responsibilities and activities as an education manager within this company. As Jetis Mojokerto, the Principal of Sabilurrosyad Islamic Junior High School, all teachers are given different roles and responsibilities. Choose instructors who are knowledgeable and skilled in their subjects. Then offer teachers who are given the responsibility of assignment letters in the form of Decree (SK) so that they work more closely with their respective work.

Stages that take place Stages whose articulation is contained in the vision and mission are between the starting point (initial condition) and the point of arrival of the final destination. It should be mentioned that Handoko's interpretation of Husaini Ismail's statement about what the Chairman of the Sabilurrosyad Islamic Junior High

School Jetis Mojokerto has done is that the organization is "determining the resources and actions necessary to achieve something". Stages that take place The stages whose articulation is contained in the vision and mission occur between the starting point (the initial condition) and the point of arrival of the final destination. "The right person in the right place" is a cliché attributed to Adam Smith also applies in this regard. In other words, someone who qualifies must be employed, placed in an area of knowledge, or someone with certain abilities must be employed. The division of labor must be carried out carefully because specialists in the field of administration and finance, for example, are placed according to their respective professions.

The stages that take place initially (initial conditions) and the point of arrival of the final destination are stages whose articulation is contained in the vision and mission. Talk of help According to Quraish Shihab, the basic principle of working with a person is to ask for their help in pursuing virtue and piety from sin and transgression.

It is conceivable to interpret the prayer for help in matters of righteousness and virtue as a direction for planning. The teacher council must be well organized and communicate clearly for the school to thrive. A school can progress if a structured cooperative organization is created, allowing for a more effective and efficient use of available time.

The stage that takes place between (the initial condition) and the point of arrival of the final destination is a stage whose articulation is contained in the vision and mission. In educational institutions, organizing refers to the process of selecting and managing people (teachers and other school employees), as well as allocating resources and facilities to achieve school goals. Successful school managerial briefing (Adilah & Suryana, 2021). The stage that takes place between (the initial condition) and the point of arrival of the final destination is a stage whose articulation is contained in the vision and mission.

Internal direction is the process by which management supervises and leads staff to meet predetermined objectives. By utilizing the personal power or authority of the position efficiently for the long-term of the company, he wants others to meet his demands. Completing the task is the goal.

In essence, briefing functions as a means or way of guiding workers in an organization. It also includes motivational (motivating) activities. Planning and direction are interrelated; Once the plan is decided, resources must be directed, motivated, and involved in the implementation of the planned plan.

The relationship between people in positions of authority will motivate followers to be willing to understand and invest more energy to achieve goals in the targeted area. As a result, managers or principals must be able to interact with others, give direction or advice, think creatively, take initiative, improve quality, and stimulate their employees.

In line with that, Jetis Mojokerto, Principal of Sabilurrosyad Islamic Junior High School, gave an example by upholding discipline and being proactive in carrying out activities, especially teaching duties, to help solve problems faced by instructors and

students. Able to interact well with colleagues and play an active role in student activities, such as representing the school during competitions.

Control is the practice of keeping an eye on events to ensure they go as planned. Controls are used to "ensure" that organizational and managerial goals are achieved.

At Sabilurrosyad Islamic Junior High School, the control method involves assessing teacher performance, especially through classroom supervision, to determine whether a teacher has worked effectively in implementing lesson plans, managing classes, or delivering materials. Excerpts from the principal's interview show that this is true. After reminding the instructor to create class administration, the principal then supervises the instructor.

If every work is done well, honestly, responsibly, and with good work because it believes that all work will always be under God's watch, everything will go well and smoothly. It can be determined how well the results have been achieved by deploying controls. Control therefore depends on the previous administration. To maintain the direction of the process towards the goals that have been set is the responsibility of the leader.

This method will produce control results at the end of planning. Since children display proud achievements in their academic performance as well as achievements in local, provincial, and national competitions, good school management is also associated with this. Overall, the author claims that Jetis Mojokerto, the Principal of Sabilurrosyad Islamic Junior High School, is competent to run the institution effectively (Sunaengsih, Anggarani, Amalia, Nurfatmala, & Naelin, 2019).

Because Jetis Mojokerto is connected to the managerial principles of the Sabilurrosyad Islamic Intermediate institution, it can be said to be a superior institution. Effective school indicators can be seen from school inputs, processes, outputs, and outcomes, Andang claimed referring to Zazin. Schools will function effectively if their leaders are able to oversee the whole

Managerial Principal of Sabilurrosyad Jetis Islamic Junior High School Mojokerto Implements Learning Effectiveness

Sabilurrosyad Jetis Islamic Junior High School Mojokerto now uses the 2013 or K-13 curriculum in addition to the Independent curriculum. The preparation of this program pays attention to the following standards: content standards, graduate competency standards, assessment standards, infrastructure process standards, educator and education standards, management standards, and assessment standards. In addition, the Curriculum Preparation Guidelines made by BSNP with input from the School Committee are also influential.

The curriculum is designed with the idea that children are in a very important position to develop their skills so that they can grow into people who respect and glorify God Almighty, have noble character, are healthy, knowledgeable, and able to be creative and independent. and become a prosperous citizen. An accountable and democratic country.

To maximize the potential of Islamic Junior High School students, Sabilrosyad organizes various extracurricular activities, including PMR (Youth Red Cross), Scouting, Futsal, Olympic Guidance, and other activities. Students are also allowed to choose the extracurricular activities they want to participate in.

In the preparation of the curriculum, it is very important to recognize and not discriminate between differences in character education and national culture, as well as differences in religion, ethnicity, culture, customs, socio-economic level, and gender (Tajudin & Aprilianto, 2020). These factors include the diversity of student characteristics, regional circumstances, levels and types of education, and regional circumstances (Silawati, Hidayati, Ulya, & Zakiyah, 2023).

To provide a research-related response to the problem raised in the problem characterization of the previous chapter, we will present the results of the principal's managerial research in this section. This research was conducted at Sabilurrosyad Jetis Islamic Junior High School Mojokerto to establish an effective recitation school. Based on the findings of in-depth interviews with key informants and supporting informants as validation of data from the main informants about the description of the principal's management, study data was obtained in accordance with real conditions in the field. Field data provides insights into how to organize, lead, and control a successful school.

This is intended so that the existence of school regulations will encourage cooperation between parents and children, allow the regulation of school activities, and the development of a fun and healthy school environment that will support effective learning. And will uphold order in schools to foster a dynamic state that can promote peace and balance of coexistence in the educational environment.

Managerial Results in the Implementation of Learning Evaluation at the Sabilurrosyad Jetis Islamic Junior High School, Mojokerto

The discussion on managerial results in the implementation of learning evaluation at Sabilurrosyad Islamic Junior High School, Jetis Mojokerto, covers various important aspects of school management. The principal has designed a comprehensive program to improve the quality of education, starting with the establishment of the RKAS Drafting Team involving the committee, teachers, and school principals. The analysis of the school situation is carried out to understand the physical, social, and economic conditions of the school to inform better decision-making.

The creation of short- and long-term goals is the main focus, which refers to the national goals of education as well as the actual conditions in schools. This is supported by the identification of relevant real-world challenges, which will be faced in the next year, as well as the allocation of adequate budgets to support educational programs.

In addition, a structured implementation plan and a strict monitoring system have been put in place to ensure that every step of these programs can be monitored, observed, and assessed regularly. The creation of a program schedule is also an important part in ensuring the smooth implementation of every educational activity at Sabilurrosyad Islamic Junior High School, Jetis Mojokerto.

All of these efforts are supported by a commitment to developing student competencies, both through a curriculum designed to support religious and moral values (Faridah & Asy'ari, 2024), as well as through various extracurricular activities such as PMR, Scouting, and sports. Thus, Sabilurrosyad Islamic Junior High School, Jetis Mojokerto, strengthens itself as an educational institution that not only prioritizes academics but also develops students' character and creativity in a supportive educational environment

CONCLUSION

The managerial ability of the principal in making school improvement plans in accordance with school standards is effective. In other words, the school's vision, mission, and goals are compiled before being incorporated into short, medium, and long-term plans, by the principal. The principal involves teachers, parents, and other staff in program planning and the preparation of RKAS.

The leadership skills of SMP Islam Sabilurrosyad Jetis Mojokerto in managing the institution effectively according to procedures, such as having different organizational structures that clearly describe roles, duties, and functions, especially by issuing letters of assignment and decisions. To achieve the goals necessary to create a great school, all departments work together.

The implementation of the Sabilurrosyad Islamic Junior High School Evaluation, the evaluation is carried out at the end of every month, every semester, and every year. In addition, regular evaluation meetings are held to assess the success of the school's work program. similar to the review session that discussed the graduation status of grade IX students. The principal also observed the implementation of the new student committee in addition to the new student admission meeting that the author attended when making observations. The evaluation of teaching and learning activities (KBM) for the first school year 2022–2023 was also carried out on June 8, 2022. According to the document, some students still need extra direction and attention in class.

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