



CREATING AND PLACING INTEGRATIVE STRATEGY PROCESS OF MADRASAH HEAD AT MTS NURUL HUDA WEIGH

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Abstract

The integrative strategy process is the process of combining several elements to make one complete unit, as well as at MTs Nurul Huda, researchers try to place integrative strategies in leadership for madrasa heads to meet school needs and improve the performance of teaching and education staff. Qualitative methods treat participants truly as subjects and not objects. This is where participants find themselves valuable, because the information is very useful. Using the case study method, the researcher tried to create and place an integrative strategy in the leadership of the school principal at MTs Nurul Huda, Timbang village. This strategy is in accordance with the needs of the MTs Nurul Huda Timbang principal to achieve

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INTRODUCTION

A nation can progress if it is supported by the quality of quality human resources. The quality of human resources is highly dependent on the level of education of each individual of a nation. And only education that has a strong vision, a clear and measurable mission will produce quality output. This is where the importance of integrative strategy management in education comes from. In addition, the principal's leadership style is a high expectation for improving the quality of education, because the success of education in schools will have a direct influence on student learning outcomes. In connection with that, school principals must be able to carry out the role and function of supervisors to teachers to develop the profession (Purwanti & Yusrizal, 2014).

As a complex system the school consists of a number of interrelated and bound components, including: principal, teachers, curriculum, students, teaching materials, facilities, money, parents and environment. The principal component is the most important component because the principal is one of the school inputs that has the most influential duties and functions on the school process. The principal as a senior manager must be able to create and place management in accordance with the goals to be achieved, one of which is by using strategies that are in accordance with school needs.

Strategy is a powerful and unavoidable management instrument including in school management. School strategy describes the methods and approaches used to achieve goals, strategy is a comprehensive plan integrating all plans that have long-term goals to achieve competence (Purwanti & Yusrizal, 2014). One strategy that can be used to meet school needs is an integrative strategy.

Strategy placement activities need to be accompanied by positive leadership (Qodriah et al., 2019; Erik et al., 2024), such as ethical leadership (Karim et al., 2019), juga memperhatikan aspek komunikasi, dan kultur sekitar (Syabibi et al., 2021; Widiantari et al., 2022; Kultsum et al., 2022; Rinto et al., 2020). Konteks lain yang perlu dilihat juga adalah suri tauladan dan watak (Fikriyah et al., 2021; Mansir, F., & Karim, A. 2020) serta dilaksanakan secara kreatif (Casta et al., 2021), juga aware dengan warga pendidikan sekitar yang masih gagap teknologi sehingga strategi tersebut dapat diterima oleh sesiapaapun (Purnomo et al., 2022).

Integrative is the unification or merger, renewal until it becomes a complete unity. The concept of integrative thinking in question is thinking by utilizing data and networks, and focusing on certain goals (Huda, 2018). Meanwhile, according to Yulianti, Integration is combining the relationship to gather one activity with another activity in this discussion is the integration of the pesantren curriculum with the madrasah curriculum (Ade Yulianti, 2018). According to Sumarti and

Dewi, the integration strategy is relationship maintenance, competitive advantage, commitment that affects company performance (Sumarti & Dewi, 2021).

From several explanations of previous researchers and some data found in MTs Nurul Huda Timbang, it can be concluded that the process of integrative strategy is the process of combining several elements to become a unified whole, as well as in MTs Nurul Huda, researchers try to place integrative strategies in leadership to the head of the madrasah to meet school needs and improve the performance of educators and education staff.

METHOD

This research uses descriptive qualitative research method, namely the data collected in the form of words, images, not numbers (Sudarwan, 2002). This research uses a qualitative approach, a form of data in the form of sentences or narratives obtained through qualitative data collection techniques (Suardi, & et al, 2019). The qualitative method treats participants completely as subjects and not objects. This is where participants find themselves valuable, because the information is very useful. This research method provides a very large space to participants. They avoid objectification by researchers who only answer questions that have been prepared and choose answers that are already available (Raco, 2010).

Meanwhile, the researcher wants to describe the creation and placement of the integrative strategy process of the head of the madrasah in the point of view of the person to be studied (informant). Further from the description will explain how to create and put in place the principal's integrative strategy process. So with this goal, this research is very relevant using a qualitative approach. So what is needed is the opinions of various parties involved in this research

RESULTS AND DISCUSSION

Effective educational leadership provides the foundation and places goals in an important position to change norms in learning programs, increase productivity, and develop creative approaches to achieve maximum results and educational institution programs (Sormin, 2017). As the highest official in the school, the head must have good management and strategy to achieve the goals of education, because if the principal manages the school with a good strategy then the goals of education will not be achieved.

Strategy management is an effective and efficient long-term decision planning, which can be applied and evaluated to achieve the goals and objectives of an organization. Every agency must have a strategy to get success

in carrying out tasks. In reviewing strategy, it is necessary to know that the form of strategy differs between industries, between companies, and between institutions. There are a number of strategies applied to the company's industry or agencies. These strategies are grouped into alternative strategies. The types of strategies executed by a company are categorized into intensive strategies, integration strategies and diversification strategies.

Education management as a collaborative process that is carried out systematically, systematically, structurally and comprehensively to realize the goals of national education that have been set, both short, medium and long-term goals (Muflihah & Haqiqi, 2019). In addition to the management needed to achieve educational goals, school principals must also be able to implement good strategies so that the management implemented runs well. The strategy implemented by the principal in improving school quality through excellent programs is the key to the success of schools to implement these excellent programs (Hayudiyani et al., 2020). From some of the explanations above, it can be concluded that management and strategy are very influential, when management and strategy are appropriate, educational goals will be achieved well, when management and strategy are not in accordance with needs, educational goals will not be achieved.

From the explanation above using the case study method, researchers tried to create and place integrative strategies in the leadership of the principal at MTs Nurul Huda Timbang Desa Timbang. This strategy is in accordance with the needs of MTs principal Nurul Huda Timban to achieve educational goals. MTs Nurul Huda Timbang, which is located in Timbang Village, has not run well in the implementation of the principal's management and strategy. The cause of unattainable management is due to the program is not good or inappropriate, the program is not implemented properly, or the prerequisites have not been met properly.

The implementation of an integrative strategy process by a school principal can help in achieving educational goals holistically. Integrative strategies include a holistic approach and integrate various components to improve school performance. Here are some steps a principal can take in implementing an integrative strategy:

1. School Situation Analysis

School situation analysis is a systematic process of collecting, evaluating, and interpreting information related to school conditions and context. The purpose of this analysis is to provide a deep understanding of the state of the school so that it can formulate appropriate strategies and policies, such as the physical condition of the school, stakeholder satisfaction, academic data,

culture and also values. Conduct a thorough analysis of school conditions and needs and identify strengths, weaknesses, opportunities, and threats that may affect school performance.

2. Preparation of Vision and Mission

The vision and mission provide a clear direction and purpose for the entire school community. In the context of an integrative strategy, the vision and mission should reflect a commitment to harmonize various aspects of education so as to create a holistic learning experience. Effective development of vision and mission in the context of an integrative strategy requires cooperation between principals, staff, and other stakeholders. Involve stakeholders (teachers, students, parents, and the community) in formulating the vision and mission of the school. Ensure the vision and mission reflect shared values, goals, and aspirations. Thus, it can create a strong foundation to apply a holistic approach in providing meaningful education for students.

3. Strategic Plan Development

The development of a strategic plan is a critical step in implementing an integrative strategy in schools. This plan should align the various components of education and ensure that all stakeholders are involved in achieving the goals that have been set. Design a strategic plan that includes education, staff development, and facility improvement programs and ensure it takes into account the needs and aspirations of all relevant parties.

4. Teacher and Staff Empowerment

The development of a strategic plan is a critical step in implementing an integrative strategy in schools. This plan should align the various components of education and ensure that all stakeholders are involved in achieving the goals that have been set. Provide training and support to teachers to improve their skills and build strong work teams and encourage collaboration among staff. By empowering them, schools can create an environment that supports holistic and sustainable learning.

5. Parent and Community Involvement

Parent and community involvement is critical in implementing integrative strategies in schools. Involving parents and communities can strengthen support for holistic education and improve the quality of student learning. Through parent communication forums, and through digital communication, it can certainly help integrative strategies run well. Involving parents and communities in implementing integrative strategies is an important investment to improve the quality of education and create a well-rounded learning environment for students. It also helps incorporate support from across the education ecosystem so as to achieve integrative strategy goals

more effectively.

6. Use of Technology

The use of technology can play a key role in supporting the implementation of integrative strategies in schools. Technology can increase efficiency, facilitate collaboration, and provide a more interactive learning experience. By using developed technology media such as e-learning platforms, LMS, and the use of technology, it is certainly important to design designs in accordance with the context and objectives of integrative strategies. Involving teachers in the decision-making process and providing appropriate training can improve the effectiveness of technology integration in holistic education.

7. Continuous Monitoring and Evaluation

Continuously monitor the progress of strategy implementation. Evaluation is a critical stage in implementing integrative strategies in schools. Evaluation helps measure the effectiveness of implementation, identify success, and determine areas that need improvement. Perform periodic evaluations to evaluate effectiveness and make adjustments if needed. A good evaluation helps schools to continue to grow and improve their approach in implementing integrative strategies. Using the data and feedback gleaned from the evaluation, schools can make the necessary adjustments and improvements to achieve more holistic educational goals.

8. Focus on Student Wellbeing

A focus on student well-being is a very important aspect of implementing integrative strategies in schools. A successful integrative strategy should prioritize students' physical, emotional, and social well-being needs. Through a holistic approach to student wellbeing, schools can create an educational environment that supports overall student growth and development. The integration of student well-being in educational strategies ensures that education is not just about imparting knowledge, but also shaping healthy and empowered individuals.

9. Open Communication

Open communication is a key element in implementing integrative strategies in schools. By ensuring effective communication between all stakeholders, schools can build support, increase understanding, and create an environment that supports the integrative vision and mission. Open communication helps create an environment where all stakeholders feel engaged, heard, and connected to the school's vision and mission. Through open communication practices, schools can strengthen support for integrative strategies and achieve holistic educational goals.

10. Innovation and Adaptation

Innovation and adaptation play a key role in successfully implementing integrative strategies in schools. Through innovation, schools can identify creative and effective solutions to emerging challenges, while adaptation allows schools to adapt to changes in the educational environment and student needs. Innovation and adaptation require a school culture that supports experimentation and creative thinking. By creating an environment that supports new ideas and adapts to change, schools can optimize opportunities to achieve integrative strategy goals and improve the overall quality of education.

The implementation of an integrative strategy requires strong leadership, collaboration, and commitment from all relevant parties. A holistic approach that involves all elements in the educational ecosystem will help create an environment that supports student success and achievement of educational goals. Implementing integrative strategies in schools is an effort that involves careful planning, collaboration between stakeholders, and a commitment to holistic education. The conclusion of implementing an integrative strategy covers a number of important aspects that reflect success and positive impact on the entire education ecosystem. Implementing integrative strategies is no easy task, but with commitment, collaboration, and adaptability, schools can create a learning environment that supports students' overall development. The success of this strategy can be measured through student achievement, their well-being, and the school's positive contribution to the community.

CONCLUSION

A nation can progress if it is supported by the quality of quality human resources. And only education that has a strong vision, a clear and measurable mission will produce quality output. As a complex system the school consists of a number of interrelated and bound components, including: principal, teachers, curriculum, students, teaching materials, facilities, money, parents and environment. The principal component is the most important component because the principal is one of the school inputs that has the most influential duties and functions on the school process. Strategy is a powerful and unavoidable management instrument including in school management. One strategy that can be used to meet school needs is an integrative strategy. Integrative is the unification or merger, renewal until it becomes a complete unity.

Effective educational leadership provides the foundation and places goals in an important position to change norms in learning programs, increase productivity, and develop creative approaches to achieve maximum results and

educational institution programs. As the highest official in the school, the head must have good management and strategy to achieve the goals of education, because if the principal manages the school with a good strategy then the goals of education will not be achieved. Strategy management is an effective and efficient long-term decision planning, which can be applied and evaluated to achieve the goals and objectives of an organization.

Education management as a collaborative process that is carried out systematically, systematically, structured and comprehensively to realize the goals of national education that have been set both short, medium and long-term goals. In addition to the management needed to achieve educational goals, school principals must also be able to implement good strategies so that the management implemented runs well. This strategy is in line with the needs of MTs principal Nurul Huda Timbang to achieve educational goals. MTs Nurul Huda Timbang, which is located in Timbang village, has not run well in the implementation of the principal's management and strategy.

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