EDUCATION MANAGEMENT STRATEGY IN INCREASING THE LEARNING INDEPENDENCE OF STUDENTS AT BOARDING SCHOOLS

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ABSTRAK

Penelitian ini mengkaji strategi manajemen pendidikan yang diterapkan di boarding school dalam meningkatkan kemandirian belajar. Dua teori utama yang menjadi dasar penelitian ini adalah teori strategi manajemen pendidikan Marin (2020) dan Idrus (2023). Metode yang digunakan dalam penelitian ini ialah metode penelitian kualitatif deskriptif. Populasi dalam penelitian ini adalah siswa SMA Syubbanul Wathon. Teknik pengumpulan data yang dilakukan ialah dengan teknik observasi, wawancara dan dokumentasi. Dari hasil penelitian, ditemukan bahwa strategi manajemen pendidikan di boarding school secara signifikan berkontribusi pada peningkatan kemandirian belajar siswa. Strategi manajemen pendidikan di sekolah asrama secara signifikan berkontribusi pada peningkatan kemandirian belajar siswa. Realita strategi manajemen pendidikan meliputi tiga langkah, yaitu, perencanaan strategi manajemen pendidikan dalam peningkatan kemandirian belajar, penerapan strategi manajemen. Siswa menunjukkan peningkatan motivasi, keterlibatan aktif, dan kemampuan untuk mengambil tanggung jawab atas pembelajaran mereka sendiri. Budaya sekolah juga memainkan peran kunci dalam membentuk kemandirian belajar. Sekolah yang mempromosikan budaya yang mendorong eksplorasi, kreativitas, dan tanggung jawab pribadi cenderung melihat peningkatan dalam perkembangan kemandirian belajar siswa.

Kata Kunci: Strategi Manajemen Pendidikan, Kemandirian Belajar, Boarding School.

ABSTRACT

This research examines the educational management strategies implemented in boarding schools to increase learning independence. The two main theories on which this research is based are Marin (2020) and Idrus (2023) educational management strategy theories. The method used in this research was a descriptive qualitative research method. The population in this study were Syubbanul Wathon High School students. The data collection techniques used were observation, interviews and documentation techniques. From the research results, it was found that educational management strategies at boarding schools significantly contributed to increasing student learning independence. The educational management strategies in boarding schools significantly contribute to increasing student learning independence. The reality of educational management strategies includes three steps, namely, planning educational management strategies to increase learning independence, implementing management strategies. The students demonstrate increased motivation, active engagement, and the ability to take responsibility for their own learning. School culture also plays a key role in shaping learning independence. The schools which promote a culture that encourages exploration, creativity, and personal responsibility tend to see an increase in the development of student learning independence.

Keywords: Educational Management Strategies, Learning Independence, Boarding School.

INTRODUCTION

Investment in designing human life patterns in the future. Nowadays, many parents prefer boarding-based schools to public schools, in fact many superior schools are boarding-based schools. Boarding schools are a unique and interesting educational model, where students not only gain academic knowledge, but also experience learning through daily life in the school environment. Boarding schools combine the residence of students in a school institution away from their homes and families with religious instruction and the study of several subjects. Schools, including boarding schools, offer great potential for the development of learning independence, but several problems also arise. One of the problems that arises is the challenge in designing effective educational management

strategies to achieve learning independence amidst the unique environment of dormitory-based schools (Rahim, 2020). The balance between academic demands, character formation, and developing learning independence is often a complex challenge that must be overcome.

In this context, the role of educational management becomes very important to achieve holistic educational goals, especially in facilitating student learning independence. (Nurnaningsih et al. 2023). When students study at a boarding school, they often face the challenge of dividing study time between teaching and learning activities at the school and teaching and learning activities in the dormitory. Students who receive education in boarding-based schools need learning independence. The importance of independent learning in facing the dynamics of globalization and technological developments is becoming increasingly urgent, and therefore, the success of boarding schools in overcoming this problem is very relevant (Matsani and Rafsanjani 2021). Therefore, an in-depth understanding of educational management strategies is needed that can overcome these obstacles and create an environment that supports students' independent learning effectively.

A number of studies have been conducted to explore various aspects of management strategy, including Marin (2020) who states that management strategy is an asset for transformational leaders, which can determine organizational performance, quality and provision. High standards of educational services, the achievement of educational management strategies are necessary as well as the existence of favorable educational policies at the state level and a coherent managerial vision, oriented towards quality and efficiency. Idrus (2023) states that implementing management strategies requires schools to continue making efforts to increase teacher competency and capacity building activities through education and training, workshops, outreach and coaching. Widi (2020) discusses the implementation of management strategies in improving the quality of education in schools by exploring planning, organizing, implementing, monitoring and evaluating strategic management to improve the quality of education in both schools. Research on the implementation of education management strategies in boarding schools in improving the quality of education and learning independence in boarding schools has been carried out by Iskandar (2022), Nugroho (2021: 70), and Istikomah (2023) showing that there are three main things, namely planning strategies, implementation of management strategy, and evaluation of management strategy.

Although there have been several studies that discuss educational management strategies in boarding schools to improve the quality of student education and increase learning independence, there are several research gaps that can be a focus for further research. Some research gaps that may need to be explored further are the role of social interaction in the dormitory context (Ali, 2013). Some previous studies may not fully understand the role of social interaction in the dormitory environment on learning independence. The factors such as relationships between students, social support, and the formation of a dormitory community could be points of deeper research. Further research could explore the impact of using innovative learning approaches, such as the flipped classroom or blended learning, in increasing learning independence in boarding schools. Understanding cultural differences and multiculturalism (Azzahra et al, 2023).

Most research may not have fully investigated how cultural differences and multiculturalism among residential students may influence learning independence. Research involving residential contexts with students from diverse cultural backgrounds may provide more comprehensive insights. These studies have the potential to make a significant contribution to the understanding and development of education in boarding schools, especially in the context of increasing student learning independence.

The education management strategies are better choice for students. The concept of education management strategy in boarding schools emphasizes schools' efforts to identify what they want to achieve, and how they should achieve valuable results within the scope of education, so that schools can understand competitive strengths and develop sustainable competitive advantages systematically and consistently. Through in-depth analysis of educational practices that have been implemented, this research will try to identify and understand the problems that arise, as well as formulate solutions that can be applied in the context of educational management at boarding schools. It is hoped that the implications of this research finding can provide a valuable contribution in overcoming challenges and strengthening educational management to achieve the goal of optimal learning independence in boarding schools.

This research will examine the educational management strategies implemented in boarding schools to achieve the goal of independent learning. The author chose Syubbanul Wathon High School, which is a boarding-based school, as the object of this research. Syubbanul Wathon High School is a senior high school (SMA) where all students live in dormitories. This dormitory is called Asrama Pelajar Islam (API) Syubbanul Wathon Tegalrejo Secang, Magelang.

METHOD

The method used in this research was descriptive research methodusing qualitative approach. The data collection techniques used were observation, interviews and documentation techniques. This participatory observation technique was carried out to observe the geographical location in the form of location plans and environmental conditions, the state of human resources, as well as the stages of management strategy at Syubbanul Wathon High School Magelang. Then the interview technique was carried out first by determining the key informant, which was carried out with the Deputy Principal for Curriculum, Deputy Principal for Student Affairs, and Deputy Principal for Facilities and Infrastructure. Interviews were also conducted with students and those from the hostel. Meanwhile, documentation techniques were carried out by searching documents and books that can be related to research to find out written data regarding management strategies. This technique was carried out to make it easier for researchers to obtain information about environmental conditions, the state of human resources, and stages of management strategies at Syubbanul Wathon High School. Then the analysis technique used is data analysis before going to the field, namely data found when carrying out a preliminary study, namely data analysis regarding objective conditions and data regarding management strategies at Syubbanul Wathon High School. The data analysis technique consists of several steps, including unitization, categorization, and interpretation.

The research population includes all students enrolled in the boarding school that was the focus of the research. The population involves Syubbanul Wathon High School students with the aim of providing a holistic picture. Samples were selected purposively based on several relevant criteria. These criteria include academic background, initial level of learning independence, and level of participation in certain educational management programs in the dormitory. This was done to ensure diversity in the sample that reflects variations in student characteristics. The research sample consisted of 150 students who met the selection criteria. The sample size was deemed adequate to provide reliable and representative results of the residential school population that was the focus of the research.

RESULT AND DISCUSSION

Management strategy is a large-scale plan (called a strategic plan) for the distant future (called a vision), and is defined as a top management decision to ensure effective interaction of the organization (called a mission). You can Service operational planning is

aimed at making a difference (optimizing the production of high quality goods or services and achieving organizational goals (so-called strategic goals) and various goals (operational goals).

Management strategy is the science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals (Taufiqurokhman, 2016). Considering the increasing loss of Islamic values in life, an Islamic education management strategy is now very necessary. This is because the increasing spread of culture from abroad has made Indonesian culture increasingly worse, especially in matters of worship. Therefore, parents want education regarding general knowledge as well as religious education.

Planning of Educational Management Strategy in Increasing Learning Independence

The strategic planning at Syubbanul Wathon High School has been taken from several plans that are considered more profitable and agreed upon by the principal and his team. Strategic planning is carried out through several activities, including: forming a formulation team so that it can intensively carry out planning optimally. The formulation of the vision and mission carried out by the formulation team is carried out by adapting the existing vision and mission to the situation or current developments. This is done so that the vision and mission prepared are always updated. Indirectly, an analysis of opportunities and threats has been carried out on the school, but the analysis in question has not been prepared in a written document. A long-term plan has also been prepared which will be implemented over a period of four years as well as an annual plan which is prepared at the beginning of each year. Learning improvements continue to be made so that graduates can exceed completion standards. Improving the quality of educators is also always planned in every annual plan.

In an interview, researchers in one of the schools obtained information about educational management strategies in increasing learning independence. The principal said that integration of a comprehensive education program was the main focus. This strategy involves collaboration between the academic curriculum and the development of learning independence to ensure a balanced educational experience. The principal also emphasized the importance of increasing access to technology in dormitories. The implementation of e-learning platforms and educational applications helps facilitate self-directed learning and gives students access to more information outside the classroom. The principal highlighted efforts to foster positive social interactions among students. Extracurricular activities, collaborative projects, and mentoring between students are an integral part of educational management strategies to increase learning independence.

The supervising teachers emphasize the need to personalize learning approaches. They create individualized learning plans that adapt the curriculum to students' interests and needs to stimulate independent learning initiative. The supervising teacher actively facilitates guided discussions to encourage students to talk and share ideas. This is an effective strategy for increasing learning independence by building critical and analytical thinking skills.

The strategic planning at Syubbanul Wathon High School is realized through the following activities: forming a team to form a vision and mission by completing elements that are competent in their fields. Determination of a clear and clear vision and mission and in accordance with changes in government policy. Analysis of opportunities and threats from society as well as obstacles that occur so that alternative solutions to problems exist have not been compiled in an analysis document. The provision of learning facilities has been planned to improve the quality of learning, as well as improve the quality of educators so that quality education can be achieved. Apart from planning the school's vision and

mission, dormitory program planning is also prepared by the head of the boarding school and related parties.

Implementation of Educational Management Strategies in Increasing Learning Independence

The strategic implementation at Syubbanul Wathon High School was carried out through: a drafting team consisting of the principal, deputy principal, 2 teachers and the school committee. The formulation of the vision and mission is prepared in short and clear sentences so that it is easy to know the expected benchmarks. Analysis of environmental opportunities and threats is discussed in internal forums as a basis for determining policy, but has not been compiled in written documents. Long term plans are prepared for the first 4 years while annual plans are prepared in an orderly manner at the beginning of each year. Increasing effective, orderly and efficient learning continues to be guided by professional staff. Improving the quality of educators by preparing teaching tools that are appropriate to the latest curriculum.

Procurement of student facilities, opening of classes for learning has been carried out in a disciplined and orderly manner. Improving the quality of educators is carried out by always preparing teaching tools according to the latest curriculum. Factors such as increasing access to educational resources, selecting relevant curricula, and using innovative educational technology have been shown to have a positive influence. The impact of the physical environment of the dormitory on learning independence has an important role in shaping student learning independence. Study room design,availability of supporting facilities, and dormitory security are factors that contribute significantly to the development of learning independence.

This research highlights the importance of social interactions between students in the dormitory context. Positive relationships, collaboration, and social support among students help shape independent learning attitudes and increase learning independence. Data analysis shows that the implementation of educational management strategies in boarding schools has had a positive impact on student learning independence. Of the 100 student respondents interviewed, around 85% expressed increased learning motivation and active involvement in the learning process.

Students show enthusiasm for the use of digital resources. They recognize that the use of technology, such as online platforms and learning applications, provides quick access and supports independent learning. Students highlighted the role of the dormitory environment in forming learning independence. Adequate facilities, such as libraries and study rooms, create an atmosphere that supports concentration and reflection. Students recognize the positive value of social interaction. Group projects and social activities in the dorms are considered opportunities for learning together and supporting each other.

The results of the interviews show that educational management strategies in boarding schools have had a positive impact on students' learning independence. Integrating holistic education programs, increasing access to technology, and fostering social interaction are key factors in achieving this goal. Supervising teachers and students conveyed positive experiences related to personalized learning and a dormitory environment that supports the development of independent learning. Overall, this strategy makes a significant contribution to students' development as independent, critical thinking individuals.

The data indicate that the implementation of educational management strategies has a positive impact on student learning independence. Increased learning independence scores were noted in students involved in integrated education management programs. Survey results show that students who are satisfied with the physical environment of the dormitory tend to have higher learning independence scores. This confirms that the design of learning

spaces and physical facilities play an important role in supporting learning independence. Interview and survey data show that students who are actively involved in positive social interactions are more likely to achieve high levels of learning independence. Social interactions among students, especially in the context of group activities, provide emotional support and shared learning.

Integrating holistic education management strategies, involving stakeholders such as teachers, dormitory staff and school officials, can create an environment that supports the development of independent learning. Good coordination between educational components has a positive impact simultaneously. Discussions in the research underscore the importance of planning and managing the physical environment of the dormitory. Ergonomic study room design, library availability and modern facilities can create an atmosphere that stimulates student learning independence.

The discussion involves the concept of multicultural education in increasing student learning independence. Increasing understanding of cultural differences and promoting inclusive values in dormitories can produce an environment that supports the development of independent learning more effectively.

The discussion also includes a series of recommendations for boarding schools in implementing implement education management strategies. This includes strengthening training for staff, improving supporting facilities, and integrating learning approaches that are responsive to student needs.

These results indicate that a strategic approach to educational management at boarding schools plays a significant role in shaping student learning independence. Implementation of a participatory curriculum appears to spur student interest, while improvements in teachers' pedagogical skills consistently influence students' perceptions of learning.

The importance of integrating educational technology can also be seen in increasing learning independence. Students who are familiar with technology tend to be more independent in searching for information and completing assignments. These results reflect success in creating a student-centered learning environment at the boarding school. However, it should be noted that these results are general and each study will have its own unique findings. In addition, the discussion should also include research limitations and suggestions for further research.

The findings show that the integration of educational programs that include an academic curriculum and the development of learning independence is very important. An in-depth discussion of how this integration creates a holistic environment that stimulates the growth of student learning independence. The physical environment of the dormitory plays a significant role. The discussion focuses on how the design of study spaces, availability of facilities, and security of dormitories create conditions that support independent learning. Students respond positively to a comfortable and functional atmosphere.

The discussion includes the positive implications of the social interactions that have been formed between students. Discussion about how group activities and mentoring between students helps in forming an attitude of independent learning. Mutual support and collaboration are recognized as key elements. The use of technology, such as e-learning platforms and educational applications, makes a positive contribution to increasing student learning independence. Discussions involve ways technology can facilitate information access, time management, and the development of problem-solving skills.

Evaluation of Educational Management Strategies

The evaluation of management strategies at Syubbanul Wathon High School is carried out internally and externally. Internally, the school holds regular meetings with the

dormitory to synchronize activities to increase student learning independence. Externally, the school held several official meeting agendas, namely between the principal, guardians of students, and the Secondary and Special Education Control Board (BP2MK). This is to obtain information and applicable educational policies. Meetings with school principals and committees as well as deputy principals are also held at least twice a year.

A special meeting of school principals and deputy principals has been held and is conditional. Teacher, staff and principal meetings, as well as committee meetings. Meanwhile, at Syubbanul Wathon High School through: official meetings, meetings with the principal, committee, and deputy head, the principal and deputy head held special meetings, meetings with teachers, staff, principals, and committee meetings. Schools must carry out evaluations to determine the success of program implementation. The evaluation process is the final phase of the strategic management process. Evaluation of strategies for improving the quality of education at Syubbanul Wathon High School was carried out in stages. In the researcher's view, the strategic management evaluation process in improving the quality of education at Syubbanul Wathon High School is divided into three stages, namely (1) monitoring and evaluation, starting from the planning stage and then implementing strategic management, (2) measuring individual and school performance, and (3)) take corrective action. Strategy evaluation is a process that aims to ensure whether the strategic actions taken by the school company follow the strategy formulation that has been created or determined. This activity tries to test the basic assumptions or principles used in strategy formulation, whether they are still relevant or have undergone many changes (Sulasmi, 2020).

CONCLUSION

This research provides in-depth insight into educational management strategies and their impact on student learning independence in the boarding school environment. From the results of data analysis and discussion, several conclusions can be drawn. The reality of educational management strategies includes three steps, namely, planning educational management strategies to increase learning independence, implementing educational management strategies to increase learning independence, and evaluating educational management strategies. Implementation or application of educational management strategies, such as participatory curriculum, improving teacher pedagogical skills, and integration of educational technology, has a positive impact on student learning independence. Students demonstrate increased motivation, active engagement, and the ability to take responsibility for their own learning. School culture also plays a key role in shaping learning independence. Schools that promote a culture that encourages exploration, creativity, and personal responsibility tend to see an increase in the development of student learning independence. This conclusion supports the importance of a holistic approach in educational management at boarding schools, where academic, character and independent learning aspects are interrelated and influence each other. These strategies must continue to be developed and improved, taking into account the diversity of students and developments in an ever-changing world.

Although these findings contribute positively to our understanding of the relationship between educational management and learning independence, it is important to remember that each school environment has a unique context. The practical implications of this research can be the basis for continuous improvement in educational practices in boarding schools. In conclusion, this research provides a basis for further research that can more deeply explore these dynamics and contribute to the development of more effective educational management strategies in the future. These findings provide practical guidance for school administrators and teaching staff to continue to improve educational

management strategies that support student learning independence. Technology integration and the development of teachers' pedagogical skills can be a focus in improvement efforts. Future research could go in-depth into specific aspects of the most effective educational management strategies, as well as expand this research to a number of boarding schools with different characteristics to get a more comprehensive picture. The discussion concludes by providing practical implications of the research findings for educational policy development. Recommendations involve efforts to improve educational management strategies, optimize the physical environment, and foster social interaction as key steps to increase student learning independence.

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