

## Leadership of the School Principle in Fulfilling Facilities and Infrastructure Standards in Islamic Elementary Schools



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**ABSTRACT:** Educational institutions as executors of the educational process certainly have leadership that can manage everything well. To support an effective and efficient learning process, educational institutions or schools must have adequate and supportive facilities, one of which is facilities and infrastructure. This study aims to determine the leadership of the madrasa head in fulfilling the standard of facilities and infrastructure at MIN 1 Purbalingga. The method used in this research is qualitative research with a descriptive approach. In this study, the head of the madrasa was used as the key informant, Deputy Head of Facilities and Infrastructure as the first informant, and administrative staff as the second informant. This study used interview, observation, and documentation techniques in collecting data. The results of the study show that the leadership of the madrasa head is the most important figure in determining the progress or success of the school, one of which is in meeting the standards of facilities and infrastructure. The standard of facilities and infrastructure is a benchmark to support the success of the teaching and learning process in schools, facilities and infrastructure that are not in accordance with existing standards will result in the comfort of students and teachers in the teaching and learning process. The role of the madrasah head in the standards of facilities and infrastructure, starting from the process of planning, procurement, use, maintenance, supervision and inventory. The existing facilities and infrastructure at MIN 1 Purbalingga are said to be up to standard but there are still deficiencies, namely the limited area of school land in the form of fields/playgrounds and student prayer rooms so they cannot run optimally.

**KEYWORDS:** Leadership, Headmaster, facilities and infrastructure

### INTRODUCTION

Education is one aspect that is very important and cannot be eliminated because education is the main spear for human life. With the existence of human education can increase knowledge, creativity and abilities that can grow and develop through teaching provided by educators. In this way, education becomes a supporting factor for overcoming various problems both within the family, society, nation and state so that humans have a better life.

Educational institutions as executors of the educational process certainly have leadership that can manage everything well. Leadership is the effort of a leader to be able to realize goals both individually and organizationally so that leaders are needed who can influence, support and provide motivation so that their followers want to carry it out enthusiastically for the desired goals. (Sutarto Wijono, 2018: 4)

In managing school institutions, leaders have a very large role, namely as a center for determining policy directions towards the progress of a school and education in general. The leader in a school is the principal who plays a role in raising the quality of education. As stated in government regulation number 28 of 1990 article 12 paragraph 1 that: "the principal is responsible for organizing educational activities, school administration, training of other educational staff and utilization and maintenance of facilities and infrastructure. So that in managing schools, the principal has a very large role, the principal is the driving force that determines the direction of policy towards the success of the school and education in general (Djafri, 2017: 3).

Leaders are required to be able to manage professionally, therefore professional leadership can understand what is needed by schools and can produce quality graduates. Quality graduates are not only obtained from a good teaching and learning process but also from adequate facilities and infrastructure and are needed by the entire school community.

As stated in law number 20 of 2003 concerning the national education system, it states that each formal and non-formal education unit provides facilities and infrastructure that meet educational needs in accordance with the growth and development of the physical, intellectual, social, emotional and psychological potential of students. and provisions regarding the provision of educational facilities and infrastructure in all educational units (UU No. 20, 2003).

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To support an effective and efficient learning process, educational institutions or schools must have adequate and supportive facilities. One of them is the facilities and infrastructure. Educational facilities are equipment, accessories, materials and furnishings. Directly used as a support for the teaching and learning process both mobile and not so that it can achieve educational goals and run smoothly, orderly, effectively and efficiently such as: buildings, classrooms, desks and chairs as well as teaching media tools, libraries, school offices, places parking and laboratory space. The educational infrastructure is a facility that indirectly supports the course of the learning or teaching process such as: courtyards, gardens or school gardens, roads leading to schools, school rules and so on. The same as in government regulation No. 15 of 2005 concerning National Education Standards concerning national standards of facilities and infrastructure.

Educational institutions or schools that have facilities and infrastructure must also have facilities and infrastructure management. A planning activity must have management so that a plan is more organized and controlled in implementation and supervision so that the activity will be realized smoothly. With the management can be evaluated whether an activity is running well or not. That way the facilities and infrastructure must have good management so that what is implemented goes according to the rules. That way the management of facilities and infrastructure itself as a system of equipment and utilization indirectly as the course of the education system to achieve educational goals effectively and efficiently. Facilities and infrastructure in schools need to be managed properly for the common good in the learning process at school (Indrawan, 2015: 9-10).

In simple terms management as the activity of carrying out an organization to achieve predetermined goals. In terms of management as a systemic and systematic activity carried out by a manager to direct a group of people in achieving organizational goals with the capabilities they have. Management is a component that is interrelated and cooperates with one another in achieving organizational goals. Meanwhile, it is said to be a systematic activity because in management various activities are carried out according to predetermined rules (Wiyani, 2018).

Educational facilities and infrastructure are important equipment in education and as one of the eight national education standards. So that every education seeks to meet the standards of educational facilities and infrastructure in raising the quality of the learning system. The completeness of educational facilities and infrastructure is a special attraction for prospective students (Barnawi and Arifin, 2012: 7).

Completeness of school equipment to support educators in implementing the learning system. Sanjaya (2006) states that the completeness of facilities and infrastructure certainly has several benefits including the completeness of facilities and infrastructure can foster the enthusiasm and aspirations of educators in teaching and can encourage students in a more effective learning process. Complete facilities and infrastructure can provide convenience in each learning process for more varied students (Tanjung, et.al, 2006).

Standardization of facilities and infrastructure can be interpreted as adjusting the shape of specifications, quality, as well as school facilities and infrastructure with predetermined criteria to realize transparency and public accountability and improve the performance of school/madrasah administration. In detail, the standards for elementary school/Madrasah Ibtidaiyah education facilities and infrastructure can be seen in the Regulation of the Minister of National Education of the Republic of Indonesia No. 24 of 2007 concerning Standards of Facilities and Infrastructure for Elementary Schools/Madrasah Ibtidaiyah (SD/MI) (Barnawi and Arifin. 2012) .

That way every educational institution must cover all things. One of them is the Madrasah Ibtidaiyah Negeri 1 Purbalingga which is located in Krangean village, Kertanegara sub-district, Purbalingga Regency which is headed by Mrs. Siti Khoniah Mujiati. The standard of facilities and infrastructure at MI Negeri 1 Purbalingga has been said to be in accordance with standards such as buildings, classrooms, leadership rooms, office rooms, libraries, computer labs, UKS, student and teacher toilets, textbooks, sports equipment, LCD and 28 units of laptops but there is still a shortage of fields or playgrounds and student prayer rooms so that students cannot run optimally. Management of existing facilities and infrastructure at MI Negeri 1 Purbalingga starting from planning what is needed procurement, storage, maintenance, inventory and removal as well as land arrangement, buildings, school equipment and furniture appropriately.

### **METHOD**

This research uses a qualitative approach with a qualitative descriptive type. This research was conducted at one of the educational institutions in Purbalingga Regency, precisely at Madrasah Ibtidaiyah Negeri 1 Purbalingga which is located on Jl. Raya Krangean RT 01/1, Kertanegara District, Purbalingga Regency. Data collection in this study used three methods, namely observation, interviews and documentation. There are three data validation techniques, namely source triangulation, technical triangulation and time triangulation. Technique. Data analysis was performed using the Miles and Huberman (1984) interactive analysis model: data reduction, data display and clarification/conclusion.

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### **RESULT AND DISCUSSION**

Principal leadership has a very important role in determining the progress and success of madrasas. Therefore, the madrasa head must have a clear mission and vision and goals, have effective and efficient steps or strategies to achieve the goals that have been set together. Successful school principal leadership understands the existence of a school as a complex organization, and is able to carry out the roles and responsibilities of leading the school.

A leader is someone who has a program and who behaves together with group members by using a certain way or style, so that leadership has a role as a dynamic force that drives, motivates and coordinates the company in achieving the goals that have been set. Leadership style is the way a leader carries out his leadership function or carries out his management function in leading his subordinates.

So that the leadership style that is applied in the decision-making mechanism for the head of MI Negeri 1 Purbalingga which is related to meeting the standards of facilities and infrastructure uses a democratic leadership style because it is undeniable that a madrasah head must be able to consider all possibilities in making decisions related to madrasas and be fully responsible for the implementation of these decisions. , whether the decision was agreed upon by deliberation or by the head of the madrasah himself.

The duties and functions of the headmaster MI Negeri 1 Purbalingga in fulfilling the standard of facilities and infrastructure must be in line with the competencies and qualifications he has so that the principal is able to overcome various problems and answer the future challenges of education faced by madrasas, especially obstacles or challenges in the development of facilities and infrastructure. infrastructure.

### **The role of the madrasah head of meeting the standards of facilities and infrastructure at MI Negeri 1 Purbalingga**

#### **a. Process of planning facilities and infrastructure**

- a. planning educational facilities and infrastructure is used to compile a planning program that requires preparation, careful and thorough planning so that the program can run smoothly in accordance with the expectations of all parties involved directly or indirectly so that educational facilities and infrastructure are fulfilled in supporting education in school.
- b. Planning is the initial stage for designing something that has been agreed upon by the school in carrying out planning activities. Planning for facilities and infrastructure must be realistic in accordance with the reality of the budget and needs in supporting student achievement. In this case the planning of facilities and infrastructure in schools who are most responsible for the management of facilities and infrastructure is the deputy head of the school in the field of facilities and infrastructure.
- c. The planning process at MIN 1 Purbalingga Madrasa Head always involves the Wapsek in the field of facilities and infrastructure as the person in charge of operations, Administration in the field of Infrastructure Funds as the executor, and the Teacher in preparing plans for needs related to facilities and infrastructure that need to be made, repaired, added, or maintained to support the quality of learning in Madrasas.
- d. The needs of students at MIN 1 Purbalingga are not solely in terms of satisfaction in conveying the theory carried out by the class teacher using good learning facilities but also students also need an aspect called comfort in the learning process. This makes schools aware of the importance of properly implementing school facilities and infrastructure standards so that everything in schools regarding facilities and infrastructure can run more effectively and efficiently. For planning, look at the needs in madrasas, for example buildings, because every year the number of students continues to grow, so every year we make programs or plans related to buildings. Regarding infrastructure, we also schedule or include the madrasah budget or APBN, in this case, to the DIPA of the Purbalingga district ministry of religion, we enter the Regional Secretariat of the Purbalingga district ministry. So later we will arrange the budget after that and then we will submit it to the ministry of religion, then we will realize it next year.

#### **b. Procurement process of facilities and infrastructure**

Procurement of facilities and infrastructure is an important follow-up step that must be carried out after carrying out the planning process as a reference for the next steps. The process of procuring facilities and infrastructure is a challenging stage to carry out because what is already in the planning stage must work according to the provisions of the need. Procurement is carried out as a form of realization of plans that have been implemented previously. The goal is to help ensure that the educational process is carried out effectively and efficiently in accordance with the desired goals.

For the procurement process at MI Negeri 1 Purbalingga, the needs are enormous, while the available funds or budget sources are only from the school operational assistance fund (BOS), while the budget requirements from the school operational assistance fund (BOS) cover all operational needs in madrasas, not only for facilities and infrastructure. Funds for Sarpras itself are around

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50% - 60% due to budget constraints, we usually plan it by realizing a priority scale system, meaning which facilities and infrastructure are needed first, we prioritize them to be realized immediately.

Regarding the obstacles in procurement, namely the first is related to the needs of the madrasa, we currently have 3 buildings, namely the central building, the building on the west and south side, the maintenance automatically requires a large budget, while the available budget from the RAPBM is not comparable, as a result, sometimes the plans that have been programmed for maintenance, repair or the building sometimes stretches due to budget constraints. In the end, we choose a priority scale for the needs that are damaged, we prioritize first. The second is related to maintenance, in our madrasah actually every year related to our facilities and infrastructure we still have procurement of purchases but sometimes these treatments are of a continuous system or use only from time to time so the maintenance is not optimal as a result sometimes because it is not maintained it becomes damaged etc. So actually we need special staff to take care of these various facilities and infrastructure.

### **c. The process of using facilities and infrastructure**

In the use of educational facilities and infrastructure, there are two principles that must be considered, namely the principle of effectiveness and efficiency. With the principle of effectiveness, it means that all educational equipment in schools must be appointed solely in order to facilitate the achievement of school education goals, either directly or indirectly. Meanwhile, the principle of efficiency means the use of all educational equipment in schools sparingly and carefully so that all existing educational equipment does not run out easily. Broken, or lost.

In order to fulfill the two principles mentioned above, there are at least three main activities that need to be carried out by school personnel who will use educational equipment at school. Among others:

- a) Understand the instructions for using school supplies
- b) Arrange educational equipment
- c) Maintain both continuously and periodically all achievement equipment.

In the teaching and learning process the use of facilities and infrastructure at MIN 1 Purbalingga is very supportive because many teaching and learning activities cannot be separated from facilities and infrastructure. Of course, things that support learning activities must also adjust to the conditions of existing facilities and infrastructure. Utilization of existing facilities and infrastructure must also be used as fully and effectively as possible in teaching and learning activities by teachers and students.

Teachers and students at Min 1 Purbalingga take advantage of existing facilities and infrastructure because they support student learning, to make students understand learning. As a teacher, you must also pay attention to the effectiveness and efficiency of using existing infrastructure.

### **d. Maintenance process of facilities and infrastructure**

Maintenance is an effort or activity process to maintain the technical conditions, usability and efficiency of a working facility and infrastructure by maintaining, rehabilitating and perfecting it so that the facility and infrastructure can last longer in use.

In the maintenance process carried out on these facilities and infrastructure it greatly influences the process of learning activities. Where the learning process will run smoothly when the facilities and infrastructure owned are properly and properly maintained, these two elements are closely related to each other between good facilities and infrastructure that will help in the learning process at school.

Maintenance activities for MIN 1 Purbalingga equipment are carried out every day and periodically so that the items are always in good condition and ready to use. If these items need regular maintenance, for example the cleanliness of mosques and rooms, they will be cared for every day, but if these items can be maintained regularly, for example, painting buildings, they can be done regularly.

### **e. Monitoring process of facilities and infrastructure**

Supervision of educational facilities and infrastructure is carried out to optimize the use of educational facilities and infrastructure in order to avoid irregularities, embezzlement or misuse and to authorize that the implementation of the program is in accordance with the stated objectives. In the process of supervising facilities and infrastructure in schools is the most important thing in maintaining facilities and infrastructure so that they are well maintained.

At MIN 1 Purbalingga, of course, it participates in supervising educational activities related to the use of school facilities and infrastructure and implements a direct communication system where the school principal recommends that every school personnel, both teachers and employees, always try to report the condition of the educational facilities and infrastructure owned by the school.

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### f. Inventory process of facilities and infrastructure

At MIN 1 Purbalingga, every procurement of infrastructure is automatic, especially for goods that are included in capital expenditures, usually these goods are not consumable, meaning that the goods can last for at least 1 period or 5 years. Usually the goods directly enter the inventory at BMN (State Property). So every year we routinely. The backup is at the office of the ministry of religion because there is someone who handles the BMN, so state-owned goods procured through BOS funds are usually included in BMN.

### Standard condition of facilities and infrastructure at MI Negeri 1 Purbalingga

Standardization of facilities and infrastructure can be interpreted as adjusting the shape of specifications, quality, as well as school facilities and infrastructure with the minimum criteria that have been set to realize transparency and public accountability and improve the performance of school/madrasah administration. In detail, the standard of educational facilities and infrastructure for Elementary Schools/Madrasah Ibtidaiyah can be seen in the Regulation of the Minister of National Education of the Republic of Indonesia No. 24 of 2007 concerning standard of facilities and infrastructure for Elementary Schools/Madrasah Ibtidaiyah (SD/MI).

The standard of facilities and infrastructure is a benchmark to support the success of the teaching and learning process in schools, facilities and infrastructure that are not in accordance with existing standards will result in the comfort of students and teachers in the teaching and learning process. Because the standard of facilities and infrastructure is one of the eight school standards that must be met to support learning in schools.

Regarding the standards of educational facilities and infrastructure set by the government, they are very good. With the existence of standard facilities and infrastructure, it can align school infrastructure facilities according to existing needs. This standard is used as a guideline for schools to maintain the quality of the school concerned.

MIN 1 Purbalingga almost meets the standardization made by government policy, only the lack of a playing field and student prayer room which causes a lack of comfort or space for students to move, therefore the school needs careful planning in its implementation, especially in terms of facilities and infrastructure so that the goals of school education can be achieved.

### CONCLUSION

Each madrasa head must have a different leadership style in developing facilities and infrastructure to improve the quality of learning. The head of MI Negeri 1 Purbalingga in fulfilling the standard of facilities and infrastructure uses a democratic leadership style because it is undeniable that a madrasah head must be able to consider all possibilities in making decisions related to madrasas and be fully responsible for the implementation of the decision, whether the decision is agreed by deliberation or by the head. madrasa itself.

The duties and responsibilities of the madrasa head are not only towards programs and decisions but the madrasa head also has a role and responsibility for educational facilities and infrastructure that are used as a supporting tool in a learning activity. The duties and responsibilities that exist at MI Negeri 1 Purbalingga can be said to be good in fulfilling the standard of facilities and infrastructure. Head

Madrasas in fulfilling the standards of facilities and infrastructure work together with the deputy head of the madrasa in the field of infrastructure. And carry out various stages such as planning, procurement, use, maintenance, supervision and inventory. So that the facilities and infrastructure needed by schools can be realized properly to achieve goals.

Fulfillment of facility and infrastructure standards has a significant impact on teaching and learning activities at MI Negeri 1 Purbalingga. There are several things that have not met the standards, namely playing fields, places of worship as set by the government. This can be seen from the research results which are adjusted to the standards imposed by the government through Permendiknas Number 40 of 2008 concerning Standards for SD/MI Facilities and Infrastructure.

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