

Management of Independent Business-Based Private Madrasah Development at Madrasah Aliyah

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ABSTRACT

This research aimed to know determine the management development of Madrasah Aliyah As'adiyah No. 16 Abbreviation Sabbang District, North Luwu Regency; To find out the management of independent business development at Madrasah Aliyah As'adiyah No. 16 Abbreviation Sabbang District, North Luwu Regency; To know the management of development of Madrasah Aliyah As'adiyah No. 16 Abbreviation Sabbang District, North Luwu Regency, is based on independent business. This research is qualitative descriptive; the data collection techniques used in this research are observation techniques, interviews, documentation, data analysis used is data reduction, data presentation, and concluding. The results of this research indicate that madrasah development management is carried out by maximizing socialization to the community by face-to-face and the social media, by used three special programs, namely: 1) Arabic language guidance, 2) English language guidance, and 3) Extracurricular activities, and improving the productivity of independent madrasah business, namely cocoa farming; Management of Independent Business Development at Madrasah Aliyah As'adiyah No.16 Pengkondakan Sabbang District, North Luwu Regency is carried out by expanding the scope of business or business diversification, namely by developing new types of business in new business areas; and Management of Development of Madrasah Aliyah As'adiyah. This research implies that it is necessary to maximize the development of Madrasah with independent business to produce quality graduates in Islamic religious knowledge and entrepreneurship.

Keywords: Management, Development, Independent Business.

INTRODUCTION

Madrasah is not something original in the world map of Indonesian education as shown by the word, Madrasah itself comes from Arabic (Abdul Rahman Shaleh, 2004). So at first, Madrasah is a formal educational institution organized by the Arab world in Islamic development until today (Hanun Asrahah, 1999). Then followed by Islamic educational institutions in Indonesia as a place to study Islamic religion. Therefore, literally (language), this word means or equivalent meaning to the word "school" in Indonesia.

Based on this meaning, the Madrasah has a specific connotation that is an educational institution that focuses on teaching Islamic religious sciences to students. However, in its development, madrasahs are transforming traditional educational institutions into modern educational institutions. These changes occurred in madrasahs influenced by the modernization of Islamic education and the demands of improving the quality of human resources, adjusting the development of science, technology, social, economic, and political government policy on education in Indonesia. To adapt to the demands of these changes, the madrasah education

curriculum and teaching Islamic religious sciences are also taught general sciences such as natural sciences, social sciences, and various other general subjects. Thus, the Madrasah as a formal educational institution serves as a container to deepen the knowledge of Islam and develop human resources to meet the challenges and demands of modern development.

Madrasah, a religious institution rooted in a long history and grows from below, has its meaning among Muslims in Indonesia so that its existence continues to be fought through various paths (Maksum, 1999). However, just like institutions in a dynamic community, these educational institutions cannot be separated from the development and change of society in the political, economic, social, and cultural fields. Therefore, maintaining the Islamic character of madrasahs on the one hand and developing the relevance and vitality of madrasah education, on the other hand, are two things that are the focus of the transformation process of madrasah education.

The Muslim Ummah is constantly fighting for the Madrasah through various channels, one of which is with the government's policy so that in the future, the Madrasah can develop well. First, law No. 02 of 1989 on the national education system placed the Madrasah in the position of the national education sub-system, and then in Law No. 20 of 2003 on the national education system, the position of the Madrasah is equivalent to other public education for all levels. However, this does not mean that madrasahs can develop significantly like the development of other public schools.

The problems faced by madrasahs before the two laws were born still occur today, such as the quality of teaching buildings is very worrying, learning facilities are not available, teachers rarely enter classes due to low salaries, and various other problems. The position of private madrasahs that have been equated with other public education is expected to bring a wind of change for madrasahs, but the fact of the equation has not had a significant impact. However, responsible responsibility between the

school and other public schools is equally responsible for educating the nation's children.

The government should give the same support to existing schools in Indonesia regardless of state or private status. However, the fact is that government support is only for public schools while private schools such as madrasahs are neglected. The discriminatory treatment can widen the disparity in the quality of education between public schools and private schools, which directly impacts the development of learners' intelligence.

The government should be grateful to the Madrasah, which has helped the government educate the community and realize national education goals. Without Madrasahs, the number of educated citizens in Indonesia will not be as large as they are now. Therefore, educational planning and budgeting discrimination must be eliminated so that the quality and quality of education can be equal and can be shared by the community. (Darmaningtyas, 2011). Moreover, School-school covers poor children who live in the suburbs or the villages to continue their education. Thus it is very ironic if the government dumps its responsibility on the Madrasahs on the pretext that the Madrasahs belong to the community/foundation so that the source of funding must also come from the community.

The state prioritizes the education budget at least 20% of the state revenue and expenditure budget and the regional revenue and expenditure budget to meet national education needs. Increasing the education budget should be in line with the government's responsibility to schools, including private schools or private Madrasah, to load a lot of poor people who educate their children in private schools can be reduced. Helping private madrasahs should the government is trying to raise the dignity of the poor children through education.

The poor and children displaced are maintained by the state. This article asserts that in this country, the central government, provincial government, and local governments are responsible for meeting the basic rights of the poor and abandoned children, including the right

to quality education. Therefore, the government must ensure the continuity of education for them.

In principle, the funding source for private madrasah education can be obtained from various sources that are halal and held accountably. Education funding is a shared responsibility between the Government, Local Government, and the Community. Based on the article, it is clear that the main source of education funding comes from the government supported by the community. Community support for education financing can be in the form of zakat, alms, infaq, wakaf, and hibah and can be obtained from the establishment of an independent madrasah.

Private madrasahs generally have the same problem, namely the problem of education financing. However, the problem will develop into serious problems because of the impact on other problems in education management, as happened in Madrasah Aliyah As'adiyah No.16 Pengkendekan Sabbang District North Luwu Regency. The author gets some of the problems faced by private Madrasahs. Among them are:

1. The number of buildings is not enough, and the condition of the building is not enough so that the teaching and learning process can not run effectively and optimally,
2. Lack of learning equipment such as books, props, and other resources,
3. Interest participant learn in learning is still low as evidenced by the number of those who do not enter the classroom,
4. Teachers sometimes do not come to fill teaching hours because they have to carry out work outside school. It is because the teachers' salaries do not meet their individual needs,
5. Low Competence Teachers result was never implemented training to increase the competence of teachers in order to create professional educators,
6. Madrasah management is still done simply.

These problems are caused because the Madrasah can not meet education financing needs. For example, at Madrasah Aliyah As'adiyah No.16 Pengkendekan Sabbang Subdistrict, North Luwu Regency, the funding for

education management sourced from BOS funds is very limited. Therefore, private madrasahs should not only expect funding sources from the government alone because madrasahs will not grow and progress.

The problem in Madrasah Aliyah As'adiyah No.16 Pengkendekan Sabbang Subdistrict, North Luwu Regency, is not a new thing but also experienced by other private madrasahs. For the need for funding for education management to be met well, innovation and creativity of madrasah leaders are needed. In this case, madrasah leaders need to think of other funding sources as a way out of the problem; one of the things that need to be done to explore potential sources of education funding is with Madrasah's independent business.

Self-employed Madrasah's development to create the independence of education financing requires clear and measurable planning. Thus the head of the Madrasah as the financial person in charge of the Madrasah, must dare to take responsibility for the risks that may occur. Unfortunately, Madrasah's self-employment activities have not received much attention from madrasah managers. However, several Madrasahs have successfully attended, and many madrasahs have not tried it due to lack of capital, lack of entrepreneurial talent, do not know what business to run, and various other reasons.

The business managed by Madrasah Aliyah As'adiyah No.16 Pengkendekan Sabbang Subdistrict, North Luwu Regency, which is used as additional education funding is a cocoa plantation. Madrasah's income from the business is around Rp. 10.000.000,- up to Rp. 15.000.000,-every year. Although the results of an independent business are not much, the blessing of managing an independent business school the children are around the school can continue their education without having to pay money for education. Apart from that, independent business management also makes Madrasah Aliyah As'adiyah No.16 Pengkendekan Sabbang District; North Luwu Regency can survive to this day.

METHOD

This study uses qualitative research to describe the facts or symptoms as they are by collecting information according to what they are at the time of the study (Arikunto, 2005). The focus of this research is (1) Management performed by the principal to develop the Madrasah; (2) The steps taken in developing the Madrasah's independent business as an effort to fulfill the financing of education in the Madrasah; (3) Management performed in the implementation of the entrepreneurship education curriculum.

The research was conducted in schools As'adiyah No. 16 Abbreviation of Sabbang District, North Luwu Regency. The subject was the school head, the school's treasurer, and the school's teachers. Data were collected by observation, interview, and documentation techniques. These three techniques are used simultaneously in the sense of complementing each other's data. The data is presented in an informal form in everyday sentences, and the choice of words or original concepts of respondents, quite detailed without any interpretation and evaluation from researchers.

The data that has been collected will then be managed using processing techniques with editing and coding. Finally, to analyze the data obtained, the author manages it based on the stages of qualitative analysis, namely: data reduction, data presentation, conclusions, and data verification.

RESULT and DISCUSSION

1. Madrasah Development

Based on the results of the interview with Hj. Erniah Azis as the head of Madrasah Aliyah As'adiyah No. 16 Summary of Sabbang District, North Luwu Regency on the Development of Madrasah Aliyah As'adiyah No. 16 Pengkendekan District Sabbang Regency is a shared responsibility by all parties requiring these institutions still exist and grow to meet the educational needs of children who have school or outside. Therefore, the participation of

Teachers, Students, and the community is needed.

The socialization model for the development of Madrasah internally is face-to-face socialization directly to the students of class IX Madrasah Tsanawiyah Pengkendekan which is the main target of Madrasah Aliyah As'adiyah No. 16 Abbreviation of Sabbang District Luwu Utara". thus graduates of Madrasah Tsanawiyah Pengkendekan no longer need to find a school to further their education.

Socialization is done face to face and through social media such as WhatsApp, Facebook, Twitter, Instagram, and others. Based on the documentation of student data obtained, some students are not graduates of Madrasah Tsanawiyah Pengkendekan, meaning that the socialization done by teachers and students with social media is successful, although the number is not many.

Some models of development or services performed are:

1. Arabic language guidance

Arabic language tutoring is done twice each academic year, at the beginning of the odd semester and the beginning of the semester. To guide the students of Madrasah Aliyah As'adiyah No. 16 Abbreviation Sabbang Subdistrict, North Luwu Regency are Islamic university students and Arabic language teachers from the Sengkang As'adiyah Center. These activities can quickly improve students' ability to understand Arabic so that it is easier for them to read Arabic-language literature.

2. English language guidance

Knowing English is one of my greatest assets. For example; To enter a university of various levels, the English test is always one of the tests you subscribe to; even universities require a TOEFL score. By mastering the English language, you will not be overwhelmed in taking English language tests which some people may consider to be very burdensome. In addition, in the professional world, developing a career that has is also very much needed English language competence. To improve your career, of course, you must be able to establish relationships with other companies. Whether a career in any field that uses a foreign language

such as government, traveling, education, communication, law, advertising, or economics.

Guidance English as does additional study carried out regularly based on hours of lessons that have been set. The activity aims to improve the English language proficiency of students of Madrasah Aliyah As'adiyah No. 16 Abbreviation of Sabbang District, North Luwu Regency. As we all know, English is an international language that all people in the world must use. So, when a person masters English, he will be able to adapt and talk to anyone easily when moving from one country to another.

With the guidance activities conducted in the middle of this semester, it is expected to produce graduates who have plus competencies so that when they will continue their education to a higher level or when applying for professional jobs, the graduates of Madrasah Aliyah As'adiyah No. 16 Shortening Sabbang Subdistrict, North Luwu Regency, can compete with other school graduates without having to feel inferior to their status as private madrasah graduates.

3. Extracurricular activities

Extracurricular activities such as scouts, youth red cross, basic leadership training, coaching in sports aim to educate and shape the character and skills of students of Madrasah Aliyah As'adiyah No. 16 Abbreviation of Sabbang District, North Luwu Regency. Thus, the graduates have special skills that can be a source of life in the future and the ability of madrasah science that they have.

The activities that have been programmed are an effort to produce qualified graduates with knowledge, skills, strong character so that they can participate in the development of human civilization and win the competition, whether competition locally, regionally, nationally, and internationally. Thus, then by itself Madrasah Aliyah As'adiyah No. 16 Shortening Sabbang Subdistrict, North Luwu Regency, is socialized in the community as one of the Islamic educational institutions that are eligible for students who will continue their education.

The research conducted by Muhammad Latif Nawawi in 2017 with the title "Management of Development of Excellent Madrasah Based on

Pesantren in Madrasah Aliyah Excellent Darul Ulum STEP-2 IDB Jombang" found strategies carried out by principals in the development of excellent Madrasah, namely: Application of integrative research, application of scientific traditions pesantren and tahfidz al-Qur'an program.

- a) The application of integrative research is the development of students' research undertaken since its establishment until now.
- b) Applying scientific tradition boarding implemented by studying dib-dib who studied at the school in general, such as dib interpretation, hadith science, mabahist FII Ulumul Qur'an, fiqh and dib-dib other.
- c) The tahfidz al-Qur'an program is conducted to increase students' awareness of the importance of memorizing the Qur'an, understanding the Qur'an, and implementing the contents of the Qur'an in daily life (Muhammad Latif Nawawi, 2017).

In line with these three excellent programs, Madrasah Aliyah As'adiyah No. 16 Shortening Sabbang Subdistrict, North Luwu Regency, while developing a tahfidz al-Qur'an program, although not many students have participated in the program.

2. Madrasah self-employment development

The development of independent madrasah businesses can be done by expanding the business scale by increasing the capacity of existing businesses, adding the types of goods or services produced, and adding business locations elsewhere. Alternatively, it is also possible to expand the scope of business or diversify the business by developing new types of business in new business areas, as well as with new and varied types of products, and development with the expansion of cooperation.

Based on the results of joint deliberations between the foundation and the council teacher, agreed to open a shop that provides the community's basic needs around Madrasah Aliyah As'adiyah No. 16 Abbreviations Sabbang District, North Luwu Regency as a business expansion independent Madrasah.

The selection of this business is based on considerations, namely: Good market potential, easier to run, greater profits to be obtained, and this business can also help and alleviate consumer spending. The steps that will be done in marketing the available goods are:

- a) To build cooperation with the community in Madrasah Aliyah As'adiyah No. 16 Abbreviation of Sabbang Subdistrict, North Luwu Regency so that the basic daily needs are distributed directly to madrasah independent business.
- b) Build cooperation with teachers, employees, and parents of students of the As'adiyah Pengkondakan Foundation, Sabbang District, North Luwu Regency from the RA, MI, MTs, and MA levels basic daily needs are distributed directly by independent madrasah businesses.
- c) In addition, expand market reach by doing promotions on social media. In this way, the people outside can be distributed with their basic daily needs. For the marketing reach to survive and grow, the independent business manager of Madrasah Aliyah As'adiyah No. 16 Abbreviation Sabbang District North Luwu Regency must provide good service to all consumers.

Based on the findings of research conducted by Nailah Aka Kusuma in 2014 with the title Strategies of Principals in Developing Entrepreneurship -Based Education Financing Sources (case study in SMP and SMA Nurul Hikmah Pamekasan Madura), the strategies used in school business development are:

- a) This strategy is done to introduce the services owned by SMA Nurul Hikmah Pamekasan Madura to the community. In this workshop, signs were installed on the business workshop; brochures were distributed in the field and on social media.
- b) Madrasah Aliyah As'adiyah can also do this strategy No. 16 Shortening of Sabbang Subdistrict, North Luwu Regency in promoting necessities available in madrasah independent business shops.
- c) Location strategy, this strategy is intended to make it easier for customers to reach the workshop of SMA Nurul Hikmah Pamekasan

Madura so that many customers use the services of the workshop of SMA Nurul Hikmah Pamekasan Madura (Nailah Aka Kusuma, 2014).

This strategy also needs to be done by Madrasah Aliyah As'adiyah No. 16 Shortening Sabbang Subdistrict, North Luwu Regency, choose a business location that is easily accessible by the community or customers so that the community can shop at the madrasah independent business store. The strategies are:

- a) Installing a price that is not too expensive.
- b) Provide the best service to customers
- c) The wage payment system for employees is tailored to the work they undertake, thus triggering employees' enthusiasm at work.

3. Development of private madrasahs based on self-employment

Poverty and unemployment rates in Indonesia are increasing every year. This situation needs to be realized by various parties, especially the government, to provide support that leads to internships, practice, and training. One of the best ways or ways is to support the education sector to change the mindset of graduates from those who are job-seeking to print their jobs becoming entrepreneurs. It is time for entrepreneurship to be developed in a more structured and systematic manner in academic activities in madrasahs. The need for good management from the head of the Madrasah in developing entrepreneurship to create quality graduates. The head of the Madrasah as the manager is responsible for planning, implementing, and monitoring all activities in the Madrasah.

From the interview results, it was found that Madrasah Aliyah As'adiyah No. 16 Summary Sabbang Subdistrict, North Luwu Regency, implements an education curriculum based on self-employment increase the source of funding for madrasahs as well as to develop the competencies of graduates in the field of entrepreneurship.

The management of madrasah development based on an independent business that is applied includes:

a. Planning

Planning is a process of preparing something that will be implemented to achieve the objectives that have been determined. Planning is organized based on long-term and short-term needs. For example, planning is done by Madrasah Aliyah As'adiyah No. 16 Sabbang District, North Luwu Regency, namely:

- 1) Entrepreneurship learning planning
- 2) Life skill curriculum planning
- 3) Cost planning

b. Organizing

Organizing is done to determine the parties who participate in implementing an education curriculum based on self-employment/entrepreneurship so that it can run smoothly according to the objectives set. The organizing activities also aim to organize the students who will participate in automotive and electronics activities, fashion, and artwork activities.

c. Implementation

The implementation of entrepreneurship emphasizes more on practice than on theory so that students can plunge directly into entrepreneurial activities. Therefore, the teaching-learning process is not only theoretical but also practical. This program is to explore and facilitate students' potential to be able to be entrepreneurs and supply students to become graduates with entrepreneurial potential. Furthermore, entrepreneurial knowledge gained during school will help Madrasah graduates to work independently. Development of life skills activities planned madrasah As'adiyah No. 16 Sabbang Subdistricts of North Luwu Regency are:

- 1) Automotive and electronic activities
- 2) Dressing activities
- 3) Artwork activities

d. Utilization

Entrepreneurship implementation activities in the form of practice or training can produce competent participants in their field. For example, just as fashion practice will produce participants who can make clothes, automotive

practice will produce participants who can tweak, modify and repair automotive items, electronic practice will certainly produce participants who can tweak and repair electronic items, and the practice of making artwork will give birth to participants who can create works of art.

Based on the competencies obtained by the students of Madrasah Aliyah As'adiyah Pengkendekan Sabbang District, North Luwu Regency, through direct practice that has been followed will be organized directly by the madrasah management in order to be productive. For example, students who have competence in fashion will be organized to produce clothing or provide clothing manufacturing services by customer orders. Likewise, students who have competence in artwork will be organized to create works of art. Meanwhile, students who have competence in automotive and electronics can provide repair services for automotive and electronic goods.

e. Evaluation

Evaluation is conducted to determine the level of student mastery of the competencies that have been set, identify the obstacles encountered so that they can be diagnosed and provide opportunities to improve the ability of the object of evaluation, measure the level of efficiency and effectiveness of a media, method, or other resources in the implementation of activities, and provide feedback and important information to correct deficiencies. The evaluation results that have been done will be used as a reference in decision making and the formulation of the next steps.

The efforts made by the principal in developing an independent madrasah business is by using the management functions, namely:

- 1) Formulate a strategy or plan that will be a reference in the implementation of an independent business school.
- 2) Determining the parties that will be involved in the madrasah self-employment activities.
- 3) Implement programs that have been formulated with
- 4) Implementing the activities of evaluation and the results of the independent business.

4. The positive impact of the development of madrasahs based on self-employment
 - a. Madrasah financing relies on government funding sources and obtains regular additional funding from independent businesses. Thus the management of education is more maximal, and the development process will be faster.
 - b. The increase in the number of learning infrastructure facilities, the results of the Madrasah's independent business will increase financial income for the Madrasah that can be used to increase school infrastructure facilities such as; construction of learning buildings, construction of libraries, and procurement of resources and other learning media that can improve the quality of teaching and learning process.
 - c. Improving the competence of educators and education

Sources of funding that do not depend on the government will have an impact on its management. Independently obtained funding sources will be easier to use for essential needs and wants without having to refer to technical indicators for the use of strictly regulated budgets. Educators and education are important actors in the implementation and realization of quality and quality education. Therefore, improving the competence of educators and education is a must.

- d. Assisting underprivileged students. Madrasah Aliyah As'adiyah No. 16 Pengkendekan District Sabbang Luwu Utara education for free to provide opportunities to children to realize the right to learn. However, some children still drop out of school because of the reason for the inability of the economy to buy the equipment needed to learn. Therefore, the implementation of free education can not yet fully solve the decline in dropout rates. Therefore, efforts must be made so that every child can enjoy learning without thinking about the cost of education.

Private schools or madrasahs that are successful in running entrepreneurship can assist, such as; books, pens, uniforms, bags, shoes, and various other study necessities for underprivileged students. In addition, the availability of good learning infrastructure facilities and high competence of educators and education will directly impact the quality of learning carried out and will certainly affect improving student achievement.

The supporting factors for the realization of quality education are adequate funding, the competence of educators and good education, and complete learning infrastructure facilities. Every educational institution, especially Islamic educational institutions or private madrasahs, must think to meet these factors. Moreover, good quality of education will directly impact the public's trust in an institution so that the number of students each new school year will always increase.

CONCLUSION

This study discusses three topics, namely; 1) Development Management of Madrasah Aliyah As'adiyah No.16 Shortening of Sabbang District, North Luwu Regency, 2) Management of Independent Business Development of Madrasah Aliyah As'adiyah No.16 Shortening of Sabbang District, North Luwu Regency, and 3) Development Management of Madrasah Aliyah As'adiyah No.16 Abbreviation of Sabbang Subdistrict, North Luwu Regency Based on Independent Business. Based on the problem formulation, research findings, data description, and data analysis on the Development Management of Private Madrasah Based on Independent Business in Madrasah Aliyah As'adiyah No.16 Abbreviation of Sabbang District, North Luwu Regency, the researcher drew the following conclusions:

1. Development Management of Madrasah Aliyah As'adiyah No.16 Shortening of Sabbang District, North Luwu Regency is done in three steps, namely:
 - a. Maximize socialization to the community through face to face and social media

- b. Running three special programs, namely: 1) Arabic language guidance, 2) English language guidance, and 3) Extracurricular Activities
 - c. Increasing the productivity of independent madrasah businesses, namely cocoa plantations.
2. Independent Business Development Management Madrasah Aliyah As'adiyah No.16 Shortening of Sabbang District, North Luwu Regency is done by expanding business scope or business diversification, namely developing new business types in new business areas, as well as new and varied product types, and development with expansion of work same.
 3. Development Management of Madrasah Aliyah As'adiyah No.16 Abbreviation of Sabbang Subdistrict, North Luwu Regency Based on Independent Business is done with management: Planning, Organization, Implementation, and Evaluation.
 - a. Planning is done to formulate the steps and objectives of the development of an entrepreneurship education system.
 - b. Organizing is done to organize the duties and responsibilities of each teacher and student.
 - c. The implementation is done to improve the competence of students about entrepreneurship through learning theories and direct practice.
 - d. Evaluation is conducted to determine the development, constraints, challenges, and obstacles faced in implementing the entrepreneurship education system.

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