



**THE HEAD MASTER'S POLICIES IN FULFILLING THE REQUIRED  
INFRASTRUCTURE FACILITIES OF THE STATE ISLAMIC HIGH SCHOOL  
(MAN) OF DOLOK MASIHUL SERDANG BEDAGAI REGENCY**

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**Abstract.** *The purpose of this study was to determine the Head Master's Policy formulation to meet the infrastructure needed by MAN Dolok Masihul Serdang Bedagai regecy, Implementation of Head Master's Policy Fulfills the Infrastructure Facilities Required by MAN Dolok Masihul Serdang Bedagai reGENCY, and Evaluation of Head Master's Policy to meet the Required Infrastructure Facilities. This research uses descriptive qualitative research. Data in this study were obtained through observation, interviews, data collection and documentation. The data collected is analyzed and described so that it is easier to understand and can make conclusions. Test the validity of the data used through four stages namely, trust (credibility), transferability, dependability, and confirmability. The results of this study indicate that the Head of Madrasa makes policy formulations in fulfilling infrastructure facilities in MAN Dolok Masihul Serdang Bedagai Regency using programs or deliberations. Head of Madrasah in implementing the Head of Madrasah policy meets the infrastructure by paying attention or monitoring of what is born at the time of policy formulation. Head MasterPolicy Evaluation Meets Infrastructure Needed by MAN Dolok Masihul Serdang Bedagai Regency is done by direct monitoring by the Head Master himself. The results of evaluations carried out that, often hampered in completing the required infrastructure.*

**Keywords:** Head Master's Policies, Facilities and Infrastructure

## INTRODUCTION

The ability of Madrasah Heads to make decisions/policies, one of which is in the field of facilities and infrastructure. Infrastructure is an important aspect because it is needed in teaching and learning activities in Madrasahs. One of the causes of the lack of infrastructure in madrasahs / schools is the lack of wisdom of Madrasah/Schools

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Principals in planning and carrying out ideal actions in setting management objectives, management principles, procurement, inventory, maintenance, use, structuring and elimination of infrastructure facilities in madrasas / schools he led.

Research conducted by Ifeoma in 2012 with the research title "Assessing School Facilities in Public Secondary Schools in Delta State, Nigeria", discusses the condition of public high school facilities and infrastructure in Nigeria. The results showed that the condition of school facilities and infrastructure was damaged and it was hoped that there would be a repair or maintenance phase of the management of facilities and infrastructure.

Research conducted by McDonald in 2010 under the title research "Contested Visions of the Community School", discusses the analysis of school needs. In this study it was mentioned that the school community helped in providing school facilities. The results showed that the community and school residents assisted in the procurement of school facilities and infrastructure. The facilities available from community assistance are sports equipment.

Research conducted by Hanushek in 2005 with his research entitled "The Economics of School Quality". In this study it was mentioned that to become a quality school by increasing the quality of teachers, improving the quality of facilities and infrastructure that can generate substantial benefits in student performance, and making appropriate policies to change the style of teachers in teaching.

Research conducted by Asiabaka in 2008 with the research title "The Need for Effective Facility Management in Schools in Nigeria", the results showed that school managers must conduct a thorough assessment of school facilities. The results of the assessment will assist in formulating policies relating to school facilities. At MAN Dolok Masihul educational facilities and infrastructures are not yet optimal in the learning process.

Based on the objective conditions above, the writer is interested in conducting research with the title of the thesis: "Analysis of Head Master's Policy in Fulfilling the Infrastructure Needed by MAN Dolok Masihul Serdang Bedagai Regency".

## **LITERATURE REVIEW**

According Mulyasa (2007: 49) explains that one aspect that should get more serious attention from the government as the organizer of education in Indonesia is regarding educational facilities and infrastructure. Educational facilities are equipment and equipment that are directly used to support the educational process, especially the teaching and learning process, such as buildings, classrooms, tables and chairs, as well as teaching tools and media.

Meanwhile according to Samino (2009: 146), educational facilities are supporting facilities for the teaching and learning process. Meanwhile, according to Hidayat and Candra in Sulistyorini (2009: 115) what is meant by learning infrastructure is a facility that indirectly supports the course of an educational / teaching process, such as the yard, garden, school park, road to school, but if used directly for the process teaching and learning, such as the Islamic School Park for teaching biology, the Islamic school yard as a sports field, the component is a means of education.

The completeness of learning facilities and infrastructure is a good learning condition. In addition, learning facilities will also affect the quality of learning in the classroom. Quality books at home, in the school library, also play a role in the development of children's learning, especially in the development of children's interest in reading. This means that in this globalization era, textbooks are still an important source of learning and media.

## **METHODOLOGY**

Step I : The researcher identifies the problem to be studied.

Step II : The researcher identifies the respondent or data source in research.

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Step III: Researchers gather basic theories related to research problem.

Step IV: The researcher collects data with the instrument data collection that has been prepared.

Step V : After the data is obtained, the researcher moves to the stage Next is analyzing these data with using data analysis techniques according to Miles and Huberman.

step VI: The final step is the researcher interpreting and describe data - data by arranging them in a way systematically into a report form.

### **FINDINGS AND DISCUSSION**

#### **Implementation of Madrasah Chief Policy Fulfills the Infrastructure Needed by MAN Dolok Masihul Dolok Masihul District Serdang Bedagai Regency**

The intended policy implementation is the process of the ongoing activities of a policy set. Interview with the Madrasa Head on Thursday 15 February 2018 at 08.00 in the Madrasa Head room, he said that:

*"The policy that was made is as a bridge in the procurement of school facilities and infrastructure. The policy is the first, keeping the goods from being damaged. Second, borrowing goods when needed in the process of teaching and learning goods to people who have been assigned to guard the goods. The goods guarding schedule already exists. The implementation of this policy is carried out by all relevant parties, starting from the School Principal, WKM Infrastructure Facilities, Treasurer, School Committee, and others. The implementation process returns to their respective tasks. One of them is that we are working with WKM to prepare documents that are deemed necessary in the context of procuring school infrastructure. Starting with the recording of items needed in the process of teaching and learning activities. After that, we send it to DIPA, for processing. Then after that purchase the items needed"*

Furthermore regarding the implementation of the Madrasah Head's policy regarding the fulfillment of school facilities and infrastructure, the WKM of Facilities and Infrastructure also said the same thing. In an interview conducted with WKM infrastructure on Tuesday 20 February 2018 at 10:00 am in the WKM Infrastructure Room, he said that:

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*"In the process of implementing the policy, so far it has been quite good. One of the things that is done is that in the future, we will also be monitored or monitored by the Head Madrasah. This is the point to find out quickly what is hindered in implementing the policy. Then again, arrange loan officers, for borrowing and recording the condition of the goods. Loans are made to the WKM. So indeed all the activities that we do, are indeed under the auspices of the Head of Madrasa. "*

Furthermore, the Treasurer added for the timing of the implementation of the Madrasah Head's policy. In an interview conducted with the Treasurer on Friday 23 February 2018 at 09.30 WIB in the Treasury Room, he said that:

*"For my own time, I don't remember. But certainly, after the planning program was made, immediately proceed with its implementation. In terms of implementation, it involves various parties. The problem of grace period depends on the procurement of goods in the next period. Because this is sustainable, so it is always like that every time."*

The results of the interview above give the meaning that in implementing the policies made by the Head of Madrasah, it is not only done unilaterally, but all other parties involved also contribute to this. Regarding the implementation time, the same thing was also expressed by the Biology Study teacher during an interview conducted with the Biology Study teacher on Saturday 24 February 2018 at 12.20 in the Teacher's Room, he said that:

*"So far, what I know is related to the time of the policy implementation process towards the fulfillment of the said infrastructure is every day. So, in existing policies, one of which is maintaining the condition of goods or maintenance. This is done by teachers who have been scheduled. So, indeed, every day there are those who pay attention or who are responsible for the available infrastructure."*

Furthermore, regarding who was involved in implementing the Head Madrasah policy, the Head of Madrasah said in an interview conducted on Thursday 15 February 2018 at 08.00 in the Head Madrasah room as follows:

*"All parties involved will be involved in implementing this policy. Namely, the School Principal, Treasurer, WKM Infrastructure facilities, School Committees, and so on who are carrying out their respective tasks with each other. "*

Based on the results of documentation studies conducted by researchers at the research location, the researchers found a document in the form of a letter of assignment

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(SK) given to teachers who were assigned to take care of the facilities and infrastructure. Strengthen the implementation of the intended policy.

In line with the above, the Facilities and Infrastructure WKM provided a response. In an interview conducted with WKM of Infrastructure on Tuesday 20 February 2018 at 10:00 am in the WKM Infrastructure Room, he said that:

*"There were many involved in this activity. Namely Teachers, WKM, OSIM chairman, Treasurer, then Head of Madrasah and school committee. All of them have their own duties. "*

As long as the researcher observes at the research location that the implementation of the policy made goes well. The researcher sees that there are teachers who take care of the goods and infrastructure provided by the previous decree. this item, but only a few teachers were given the assignment.

Furthermore, in an interview conducted with the Head of Madrasah on Thursday 15 February 2018 at 08.00 in the Head Madrasah room, he said that:

*"Among them is, preparing supporting documents deemed necessary for the procurement of goods. We send it to DIPA. After that there is, the funds are there, then we spend according to the needs which we have recorded what items are needed. In addition, we also carry out the safeguarding or control of existing infrastructure and facilities, which were previously mandated or have been assigned and are given a schedule for maintaining or maintaining existing infrastructure and facilities. Do not let the item get damaged quickly or even disappear. Because it takes a long time to procure it. "*

Furthermore WKM Facilities and Infrastructure justify what was said by the Head of Madrasa. In an interview conducted with WKM Infrastructure on Tuesday 20 February 2018 at 10:00 am in the WKM Infrastructure Room, he said that:

*"The implementation is starting from providing funds. The funds we expect are from government programs. One of them is from DIPA. So in the process, we prepare the documents needed to procure goods, then after that funds are obtained. Then we procure*

*the items that we have previously planned for what items to spend which are deemed necessary in supporting teaching and learning activities. "*

Then, the School Treasurer provides an assessment for the implementation of the Madrasah Principal's policy. In an interview with the Treasurer conducted on Friday, February 23, 2018 at 09.30 WIB in the Treasury Room, he said that:

*"The formulation made so far, I think, is quite good. Starting from inviting various related parties, including myself as Treasurer, then inviting the school committee, and others to discuss this. "*

A similar sentiment was also expressed by the Biology Study teacher. In an interview conducted with a teacher in Biology on Saturday 24 February 2018 at 12:20 a.m. in the Teacher's Room, he said that:

*"The policy made in my opinion is quite good huh. All elements are divided on their respective tasks. So indeed, in this case we see quite well. By working on each part, it will help in accelerating the procurement of goods. "*

Some of the interviews above illustrate that the implementation of the Madrasah Head's policy has so far been considered good. It is said so, because there have not been found any problems that occur in the school environment related to the procurement of the intended facilities and infrastructure.

Furthermore, in an interview conducted with the Head of Madrasa on Thursday 15 February 2018 at 08.00 in the Head of Madrasa, he said that:

*"The technique, first of all, the council of teachers who want to use goods, especially in teaching and learning activities, must go through officers who in this case are infrastructure facilities officers who are appointed by the Head of Madrasah. "*

### **Headmaster's Policy Evaluation on the Infrastructure Fulfilling Needed by MAN Dolok Masihul Serdang Bedagai Regency.**

After holding the implementation of the policy set by the Madrasah Principal MAN Dolok Masihul, then an evaluation of the policy was also carried out. The things being evaluated in the implementation of the Madrasah Head's

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policy in fulfilling the infrastructure in MAN Dolok Masihul is as an interview conducted with the Head Master on Tuesday, March 13, 2018 at 08.00 am in the Madrasah Head's room, he said that:

*"The evaluation carried out on the policy is First, evaluating all forms of activities that take place in the framework of meeting the needs of the facilities and infrastructure. The second, maintenance to identify goods. Then third, another policy is to look at the condition of the goods. "*

In contrast to what was said by Infrastructure WKM, in an interview conducted on Tuesday March 20 2018 at 09.00 am in the Infrastructure WKM Room, he said that:

*"Evaluating this policy is carried out by the Head of Madrasa. When there are things that need to be discussed, a kind of deliberation is formed to discuss the policies that have been made. So far, the evaluation has been carried out by observing the Madrasah Head. Other fields, too, evaluate what happens in the field or what they face. If there are things that need to be corrected or need additional policies, then added the policy. If no more additions are needed, then just run. "*

The above, continued with the expression expressed by the Treasurer, in an interview on Tuesday 10 April 2018 at 09.00 am in the Treasury Room, he said that:

*"Evaluation of the policies determined, until now there has not been specifically done. But it is often only public speaking that discusses this. But indeed if seen, need improvement as possible in the future. Additional policies are needed for improvements in the future. "*

Agreeing with the School Treasurer, the teacher in the Field of Sociology also gave a response regarding the evaluation of the Madrasah Head's policy. In

an interview conducted on Thursday 19 April 2018 at 12:00 p.m. in the Teacher's Room, he said that:

*"As for the structured evaluation, up to now it has not been done. But, the evaluation is only limited to observations. Discussions or discussing matters related to the implementation of policies drawn up are often carried out spontaneously. As for the specific evaluation, presenting people who are involved in this activity, up to now it has not been done. "*

The researcher observes that in the evaluation activities that are intended, the researcher has not yet seen a structured evaluation. As for the researcher observing that the evaluation carried out at the research site is related to the evaluation of the Madrasah Head's policy implementation, the researcher sees only verbal evaluation. , then the Head of Madrasa gives a direct evaluation. The evaluation conducted has not yet carried out a structured evaluation.

Next on the documentation study conducted by researchers at the relevant research sites on evaluating the implementation of the Madrasah Head's policy that a specific document has not yet been found for the implementation of structured and organized evaluations. Evaluated so that it becomes a basic principle in the implementation of future activities.

From the results of interviews about evaluating Madrasah Principals' policies, it can be understood that structured evaluations have not been carried out. As for evaluations, they are only limited to observations made by Madrasah Principals. In-depth evaluations have not been made regarding the implementation of Madrasah Principals' policies.

Furthermore, in the case of participants evaluating the Madrasah Head's policy, in an interview conducted on Tuesday March 13, 2018 at 8:00 a.m. in the *Madrasah Head's room, he said that:*

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*"In this evaluation, in general all related parts are included. This means that, all of our activities are evaluated. After an assessment on the implementation of meeting the needs of this infrastructure will be formed, then a kind of discussion will be formed again regarding this evaluation. "*

## **CONCLUSION**

1. The Head of Madrasa makes policy formulations in fulfilling infrastructure facilities at MAN Dolok MasihulKec. Dolok MasihulKab. Serdang Bedagai using programs or deliberations. As for those who were included in the deliberation activities namely the Head of Madrasah, Deputy Head of Madrasah, Treasurer and also the Chairperson of the Intra Madrasah Student Organization or OSIM as well as presenting several teacher representatives. In the case of the formulation of this policy, the Head of Madrasa does not necessarily establish policies individually, that is by deliberation.
2. Head Masterin implementing the Madrasah Head's policy to fulfill the infrastructure needed in MAN Dolok MasihulKec. Dolok MasihulKab. Serdang Bedagai namely by paying attention or monitoring of what is born at the time of policy formulation. One of the policies made was to create loan officers for facilities and infrastructure. The procedure for the implementation of the assigned teacher will be given a Certificate (SK), then given the task in the recording of borrowing and borrowing infrastructure. Borrowers, must get permission from officers when borrowing the tools and infrastructure needed. In its implementation, the lack of documents in the borrowing of infrastructure has become a highlight that is deemed necessary for future improvement. In addition, another policy is funding for the procurement of infrastructure goods through DIPA.

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