

School Innovation Management

Afi Parnawi¹, Muhammad Dwi Satriyanto², Fithri Mehdini Adiningrum³, Neri Aslina⁴, Yuli Fatimah Warosari⁵, Andry Fitriani⁶

[1afiparnawi@uis.ac.id](mailto:afiparnawi@uis.ac.id), [2dwi.satriyanto@gmail.com](mailto:dwi.satriyanto@gmail.com), [3fitrimehdini@yahoo.co.id](mailto:fitrimehdini@yahoo.co.id), [4neriaslina@yahoo.co.id](mailto:neriaslina@yahoo.co.id), [5yulifatimah77@gmail.com](mailto:yulifatimah77@gmail.com), [6andryakira@gmail.com](mailto:andryakira@gmail.com)

^{1,3,4,5}STAI Ibnu Sina Batam. Indonesia,

²Abdurrab University Pekanbaru Riau. Indonesia,

⁶Indraprasta PGRI University

Abstract

School Innovation Management is an effort to manage educational institutions in the era of global reform which aims to improve the quality of education and learning with a commitment to innovation towards renewal and improving the quality of human resources so that it can be ensured that various changes will occur in society, both in the educational, social and cultural aspects. always developing. These changes are the impact of the increasingly rapid development of science and technology, which in turn will shape the characteristics of a competent society because the competition is a new principle of life, with an open and competitive world it will shape something better. Transformation and innovation are needed at this time, this will bring about a change and renewal in school management. This study aims to determine what happens in the implementation of school innovation management that takes place in the field with an educational background in Batam City. The research method uses qualitative research methods, by looking at the implementation of education applied by schools through interviews and observations related to the principles of school management which are by leadership in education and implementation in these institutions. The results of his research concluded that the implementation of school innovation management that took place in the field with an educational background in Batam City was very good, innovation and a system that is running well should be maintained and improved. Management of educational innovation is an effort oriented to the quality of human resource management by building strong motivation, good communication, solidarity, and being able to solve problems.

Keywords: *Management, School Innovation*

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

INTRODUCTION

The world is getting more and more advanced and developing. The demands of the times are expected to be able to meet the needs of human life with various aspects. The ease of all dimensions was the answer he wanted. Therefore, each institution is required to be able to make innovations to answer the challenges of globalization today. Innovation can be defined as an effort to find new objects by doing invention and discovery activities. In this connection,

innovation is an invention that can be in the form of an idea, item, event, method that is observed as something new to a person or group of people (society).

Referring to Article 3 of the 2003 National Education System Law, we, as part of education providers, must think about various changes that can support the success of educational goals. If a leader has several requirements as mentioned above, then policymaking and program decisions will run as

expected and be able to bring the organization to a higher quality level, because leadership is a motor or driving force rather than resources and tools available to an organization (Rouf, 2017)

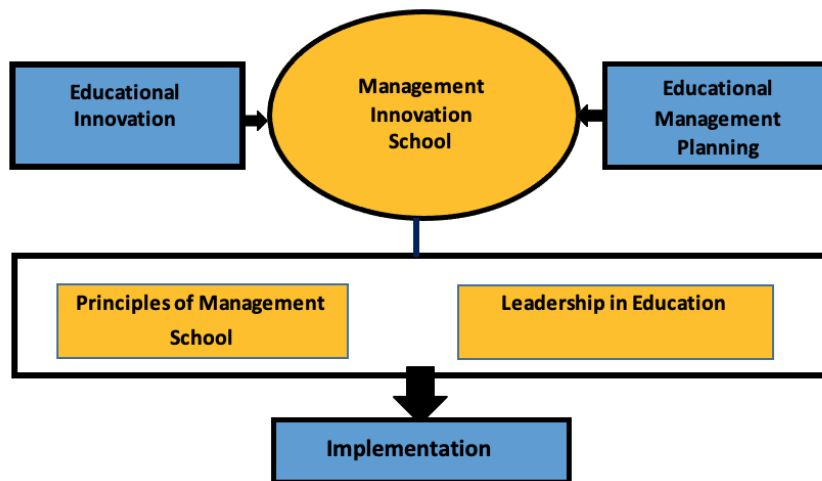
Likewise, with decision-making, innovation cannot be carried out by a person and for himself without deliberation with other related parties. A math teacher, for example, will innovate the application of the latest methods he finds. Before carrying out the implementation, he must carry out a dialogue with several parties, including the Principal, and/or mathematics teachers or teachers in other fields of study for support. The commitment generated before implementation will benefit innovators because the responsibility for all risks from implementing the innovation is shared.

FRAMEWORK

A conceptual framework or also known as a frame of mind is a diagram that outlines the logical flow of a study. The thinking framework is based on research questions and represents a set of several concepts and the relationships between them (Wahono, 2012).

The research concept that the researcher will use is by making observations, interviews, analyzing the data obtained by the object and research subject. The concept of this research can be described as follows:

Figure 1. Framework



Source: Researcher, 2021

Based on the framework above, it is known that the School Innovation Management implemented by Batam City schools can be studied by looking at the implementation of education implemented by Batam City schools, then interviews and observations will be carried out related to school management principles that are implemented according to leadership in education and implementation at the institution. in Batam City. Implementation in educational innovation management requires commitment, harmony, good cooperation, and mutual care. So that it becomes a management development model in Batam City.

RESEARCH METHODOLOGY

This research was conducted in Batam City, which is in the province of Riau Islands using qualitative research methods. This aspect of management research is quality-oriented in schools including school management which has made several innovations in education: curriculum innovation, learning innovation, structural innovation, administrative innovation, innovation. Human resources, facility, and infrastructure innovation, and technological innovation. Educational innovation in schools can be seen in schools that have good quality. Good school quality

can be seen in (1) quality based on accreditation achievements (2) quality based on stakeholder/customer standards (Sarwono, 2015).

This research was pursued in three stages, namely: (1) an orientation preparation study, (2) a general exploration study, and (3) a focused exploration study. First, the preparatory study stage or orientation study by preparing a proposal and tentative research proposal and gathering the necessary supporting resources. Second, the stages of a general exploratory study, are (1) consultation, interview, and licensing at the competent authority, (2) general assessment to conduct global observations and interviews to determine further object selection, (3) literature study and refocus. Third, the focused exploration stage followed by checking the research findings and writing a research report.

DISCUSSION

Educational Innovation

Educational innovation is a change that is new, and qualitatively different from things (that existed before) and deliberately made efforts to increase abilities, to achieve certain goals in education. (Lukman Hakim and Mukhtar, Education, 2018). In studying the innovation process, experts try to identify what activities individuals carry out during the process and what changes occur in the innovation process, so the results are found in several stages of the innovation process. (Rogers et al., 2019) suggests the characteristics of innovation that can affect the acceptance of innovation sooner or later, as follows:

1. Relative advantage, namely the extent to which innovation can provide benefits or benefits for the recipient, which can be measured based on its economic value, social prestige, comfort, satisfaction, and others.
2. Compatibility, is the level of conformity of innovation with the value, experience, and needs of the recipient.
3. Complexity (Complexity), is the level of difficulty or complexity to understand and use innovation for the recipient.
4. Trialability, is whether or not an innovation can be tried by the recipient.

5. Observability is whether it is easy to observe an innovation result. An innovation whose results are easily observable will be quickly accepted by society.

Movement innovation leads to renewal or even improvement of previous actions. So it can be said, that educational innovation is an attempt to modernize all aspects related to education. Especially when it is related to the rapid development of science and technology at this time, innovation is ultimately the right choice to pursue global progress. Analogous to the description above, innovation decisions mean decisions about innovations that have previously undergone a process of thought and discussion. Above it is said that innovation is a form of commitment, so the decision-making process is a form of that commitment process. The holder and policymaker is a leader both at the central level and in an educational institution (school principal).

Innovation is also part of the mentality of a businessman, namely being innovative. A businessman has a demand to be able to be an innovative figure in generating ideas and strategies for developing his business venture. This innovative mentality will eventually emerge in innovative works as a result of business products or services for consumers. The arguments related to this innovation are contained in QS. al-Ra'd (13): 11:

إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنْفُسِهِمْ ۗ

Translation :

Indeed, Allah does not change the condition of a people so that they change the condition that is in themselves (Surah al-Ra'd: 11). (RI Department of Religion, 2020)

Innovation is an innovative change, opening new opportunities for organizations to be effective and efficient. According to Brian Quinn (1992) in Janszen, the characteristics of innovation in general are: (1) need-oriented, (2) facing possibilities, (3) complicated, (4) spending time, (5) easy to encourage, delay, resistance, setbacks, (6) believe in intuition and (7) establish with fanatics. (Aan_Hasanah_Inovasi_Peng Manajemen_Pend Pendidikan. 2014).

Innovation is a change for the better, even though the process requires some sacrifice. As explained in the Qur'an surah Al-Baqarah verse 218.

(إِنَّ الَّذِينَ ءَامَنُوا وَالَّذِينَ هَاجَرُوا وَجَاهَدُوا فِي سَبِيلِ اللَّهِ أُولَٰئِكَ يَرْجُوا فِي سَبِيلِ اللَّهِ أُولَٰئِكَ يَرْجُوا فِي سَبِيلِ اللَّهِ أُولَٰئِكَ يَرْجُونَ

Translation :

Surely those who believe, those who emigrate and jihad in the way of Allah, they hope for the mercy of Allah, and Allah is Most Forgiving, Most Merciful. (RI Department of Religion, 2020)

Islamic Education Management Planning

Planning is one of the absolute requirements for every organization or institution and for every activity, both individually and in groups. Without planning or planning, the implementation of activity will experience difficulties and may even fail. (Parnawi, 2017) As said by Daryanto, it would not be an exaggeration if it was known that the success that a program would get was determined by the adequacy of the steps carried out in planning. (Rouf, 2017)

Still According to (Teece, 2010), quoted by Sukarna planning are as follows: (1) planning is the main function of the manager. The implementation of work depends on the merits of planning, (2) planning must be directed towards achieving goals. Therefore, if the goal is not achieved it may be due to imperfect planning, (3) planning must be based on objective and rational facts, and (4) planning must contain or be able to project future events. (Action, 2018)

The concept of planning in the perspective of the Al-Qur "a Surah Al-Ashr: 1-3 concerning time management, and the Planning Concept in the perspective of the Al-Qur" an Surah Al-Hashr: 18 concerning the planning of Achmat Mubarak. (RI Department of Religion, 2020)

(وَالْعَصْرُ إِنَّ الْإِنْسَانَ لَفِي خُسْرٍ إِلَّا الَّذِينَ ءَامَنُوا وَعَمِلُوا الصَّالِحَاتِ وَتَوَكَّلُوا

Translation:

1. For the sake of time.
2. Surely man is truly at a loss,
3. except those who believe and do righteous deeds and advise obeying the truth and advice to fulfill patience.

Based on the description above, planning in management is a process of administrative arrangements, actions, and handling to obtain optimal results.

Principles of School Management

In developing schools, it is necessary to have mature and planned theories and concepts to be used in managing schools. This development is based on four principles, namely:

1. *Equifinality*, This principle is based on a modern theory that assumes that there are several different methods of achieving goals. Quality school management emphasizes flexibility. For this reason, schools are required to be independent and manage all their activities with school members according to their respective conditions. (Learning Management.Pdf, nd)
2. *Decentralization*, Decentralization is an important symptom of modern school management reform. The principle of decentralization is consistent with the principle of equality. The principle of decentralization that school management and teaching activities cannot be avoided from difficulties and problems. Education is a complex and complex issue that requires decentralization in its implementation. The principle of equality that was put forward before encouraging the decentralization of power by allowing schools to have a wider space to move, develop, and work according to their unique strategies to run and manage their schools effectively.
3. *Self-Management System*, Quality school management needs to achieve goals based on established policies, but there are a variety of different methods of achieving them. Quality school management must realize the importance of allowing schools to become independent management systems under their policies. Schools have certain autonomy to develop goals for teaching management strategies, distribution of human resources and other resources, solving problems, and achieving goals based on their respective conditions according to their

4. human resources and abilities. (Sofanudin, 2016)
5. *Human Initiative*, The human resource perspective emphasizes that people are a valuable resource in the organization so that the main point of management is to develop human resources in schools to take the initiative. Based on this perspective, school management aims to build an appropriate environment for school residents to work well and develop their potential. Therefore, improving the quality of education can be measured from the development of aspects of human resources.

Leadership in Education

Leadership has a very broad and varied definition, in simple terms leadership can be defined as the exercise of authority and making decisions. This understanding means how a leader can use his authority to move the pace of the organization through a decision that is made. (Parnawi & Taridi, nd) The authority of a leader is implemented in the form of guidance and direction to subordinates. In general, leadership can be defined as the process of directing and influencing the task activities of people in the organization to achieve one goal. Hersey & Blanchard defines that leadership as every effort of a person or group to achieve individual goals or common goals or organizational goals. (Sofanudin, 2016).

(Agus Wijaya et al, 2009: 2), gives the meaning of leadership as follows: (a.) Leadership is togetherness, teamwork, not solitude or ego. In leadership, there is the role of the leader as well as the role of staff (subordinates), even the role of the environment. (b.) Leadership is a change towards improvement towards achieving a common goal or goal that has been previously set. (c.) Leadership is serving not being served, understanding not being understood. If both the leader and the staff have a high spirit of service, then the leadership will be effective. (d.) Leadership is responsibility, modeling, not mere power. In leadership, leaders must be polite, honest, and fair, take responsibility, and provide an example to their subordinates in advancing the organization or company.

سعيد قال يعقوب عن كلاهما سعيد بن وقتيبة منصور بن سعيد حدثنا
السمان صالح أبي عن حازم أبي عن الرحمن عبد بن يعقوب حدثنا

السمع عليك وسلم عليه الله صلى الله رسول قال قال هريرة أبي عن
عليك وأثرة ومكرهك ومنشطك ويسرك عسرك في والطاعة

34.31 / 3419. And had told us Sa'id bin Manshur and Qutaibah bin Sa'id both from Ya'qub, Sa'id said; has told us Ya'qub bin Abdurrahman from Abu Hazim from Abu Salih As Samman from Abu Hurairah he said, "The Messenger of Allah -peace and prayer of Allah be upon him- said:" you must listen and obey both in difficult and in joy, in matters you like. and hated and even though it is detrimental to your interests. (RI Department of Religion, 2020)

From the foregoing, it can be concluded that School Innovation Management is an effort to manage educational institutions in the era of global reform which aims to improve the quality of education and learning with a commitment to innovation and improvement of the quality of human resources so that changes will occur in society. both in educational, social, and cultural aspects which are always developing.

The problem that occurs is that there are various styles applied by principals at the Batam City education unit level in implementing the principles of leadership management in Batam City.

With innovation, planning, school management principles, and management leadership in education, will provide uniqueness and contribution to the value of education management. Can make a concrete contribution, especially for school policymakers, in this case, the government, practitioners, and all school principals, so the purpose of this study is as a place for researchers to find out what is happening in the implementation of school innovation management taking place in the field with an educational background Batam city.

CONCLUSION

An overview of schools in Batam City, especially Batu Aji District, for elementary schools there are 43 schools, State there are 8 private schools, there are 35. Meanwhile, for SMP there are 26 schools, 4 consists of state and 22 are private schools. The school system in Batam since covid-19 has online learning activities. Batam, a metropolitan city, used to be an industrial city but is now converted into a tourism city. The progress of the city of Batam is very rapid as time goes by, the infrastructure is very

good, such as widening the highway, building flyovers, procuring tourist attractions, and culinary tours. Not only infrastructure but also human resource development is also considered well. The Batam city government gives the highest appreciation to education practitioners. Teachers receive excellent city government incentives. So the form of education in Batam city is very good, innovation and a system that is running well should be maintained and improved.

Management of educational innovation is an effort oriented to the quality of human resource management by building strong motivation, good communication, solidarity, and being able to solve problems. Good communication results in good management and the new method are intended to unify ideas that are already running, already exist, and have been practiced in daily management processes within the framework of improving the quality of education. In school innovation management, there are several educational innovations, namely (1) learning innovation, (2) human resource innovation, and (3) quality learning innovation developed through religious quality orientation.

In addition to meeting the minimum standards, this school located in the city of Batam is also trying to develop a quality orientation for achievement in the fields of science, morals, and independence.

REFERENCES

- Aan_Hasanah_Inovasi_Pengelolaan_Pendidikan.pdf*. (2014).
- Action, C. (2018). Konsep dan Implementasi Terminologi Guru dan Dosen dalam PP. *Penelitian Tindakan Kelas: Konsep Dan Implementasi*, 25.
- Departemen Agama RI. (2020). Al Quran dan terjemahan. In *Al-Qur'an Terjemahan*.
- Lukman Hakim dan Mukhtar, Pendidikan, D. M. (2018). *MANAJEMEN manajemen pembelajaran.pdf*. (n.d.).
- Parnawi, A. (2017). *Strategic Management of STAI Ibnu Sina Batam Leaders in Dealing with Asean Economic Society (AEC)*. 6256, 1019–1027.
<https://doi.org/10.21276/sjhss.2017.2.11.2>
- Parnawi, A., & Taridi, M. (n.d.). *Teachers ' Social Competency in Improving Students ' Extracurricular Skills*. 4–11.
<https://doi.org/10.21276/sb.2018.4.8.7>
- Rogers, E. M., Singhal, A., & Quinlan, M. M. (2019). Diffusion of innovations. In *An Integrated Approach to Communication Theory and Research, Third Edition*.
<https://doi.org/10.4324/9780203710753-35>
- Rouf, A. (2017). Transformasi Dan Inovasi Manajemen Pendidikan Islam. *Jurnal Kependidikan*, 3(2), 138–162.
<https://doi.org/10.24090/jk.v3i2.904>
- Sarwono, J. (2015). Metode Penelitian Kuantitatif dan Kualitatif. *Yogyakarta: Graha Ilmu*.
- Sofanudin, A. (2016). Manajemen Inovasi Pendidikan Berorientasi Mutu Pada MI Wahid Hasyim Yogyakarta. *Cendekia: Journal of Education and Society*, 14(2), 301.
<https://doi.org/10.21154/cendekia.v14i2.820>
- Teece, D. J. (2010). Business models, business strategy and innovation. *Long Range Planning*.
<https://doi.org/10.1016/j.lrp.2009.07.003>