

# IMPLEMENTATION STRATEGIC MANAGEMENT IN SMK PERGURUAN “CIKINI” JAKARTA

**Tri HANDITO**

SMK Perguruan “Cikini” Jakarta  
tugaspkn\_trihandito@yahoo.co.id

## ABSTRACT

This research aims to analyze the implementation of strategic management in SMK Perguruan “Cikini” Jakarta as an effort to improve the quality of schools. This research is a case study research. In this research, data obtained through observation, interviews with school leaders, and the person in charge of quality management, as well as work meeting documents and internal audit results. The results showed that SMK Perguruan “Cikini” has implemented four basic elements of strategic management. The various findings of non-compliance which are followed up with corrective actions indicate that SMK Perguruan “Cikini” able to respond to various problems found and make continuous improvements in maintaining school quality. The results of the internal audit and corrective actions are then used as feedback to develop a strategic plan the following year.

**Keywords :** *Strategic management; Strategic planning; Continuous improvement*

## ABSTRAK

Penelitian ini bertujuan untuk menganalisis penerapan manajemen strategis di SMK Perguruan “Cikini” sebagai upaya untuk meningkatkan mutu sekolah. Penelitian ini merupakan penelitian studi kasus. Di dalam penelitian ini, data diperoleh melalui pengamatan, wawancara dengan pimpinan SMK Perguruan “Cikini” dan penanggung jawab manajemen mutu, serta dokumen rapat kerja dan hasil audit internal. Hasil penelitian menunjukkan bahwa SMK Perguruan “Cikini” telah menerapkan empat elemen dasar manajemen strategis. Adanya berbagai temuan ketidaksesuaian yang ditindaklanjuti dengan tindakan perbaikan menunjukkan bahwa SMK Perguruan “Cikini” mampu merespon berbagai masalah yang ditemukan dan melakukan perbaikan yang berkesinambungan dalam mempertahankan mutu sekolah. Hasil audit internal dan tindakan perbaikan ini kemudian dijadikan sebagai umpan balik untuk menyusun rencana strategis pada tahun berikutnya.

**Kata Kunci :** *Manajemen strategis; Perencanaan strategis; Perbaikan berkelanjutan*

## INTRODUCTION

### Strategic Management Concepts

Organization and management have a very close relationship. Gibson states that an organization is a coordinated unit and contains at least two or more people whose function is to achieve a common goal or set of shared goals (Wahab, 2011). The core of organizational understanding according to Gibson is that within the organization there is interaction between members of the organization at various levels

to achieve common goals. Interaction between the members of the organization forms a network of cooperation systems commonly known as management.

Management in a general sense is different from strategic management. Management generally deals with daily activities carried out by managers at all levels in the organization. The strategic management is related to the long-term orientation of the organization and is usually done by managers at the top level (Saitis & Saiti, 2017). Another thing that distinguishes general management from strategic management is that strategic management requires strategic planning and preparation of more basic organizational programs, not just routine activities within an organization. The process of strategic planning and the preparation of work programs that are fundamental aims to ensure the long-term ability of the organization in responding to various challenges, both external and internal challenges. The concept of strategic management is a new managerial philosophy whose main goal is to develop a strategic plan that integrates policies, vision and mission, targets, and outlines how this can be achieved effectively and efficiently.

Several points of view regarding the concept of strategic management, namely as follows (Saitis & Saiti, 2017).

1. According to Papoulias, strategic management is a managerial perception that considers organizational problems combined with the total general economic situation of the existing environment. Strategic management, from this point of view, is a competitive advantage possessed by the organization. This competitive advantage is implemented in the form of making strategic programs and there is a strong commitment and motivation to implement these strategic programs effectively. Environmental factors that are so competitive must be considered so that strategic programs can be implemented effectively.
2. Hill states that the key role in strategic management lies with managers. Managers are required to be able to optimize all their knowledge, energy and attention to provide strategic leadership for their subordinates so that the organization has maximum performance. Strategic leadership and maximum organizational performance are part of the process / effort to achieve the organization's long-term targets by maintaining competitive advantage.
3. Georgopoulos defines strategic management as a series of decisions and actions that result in the development of strategies to achieve desired targets. The decision is a decision concerning the general environment in which the organization functions, provided the organization has sufficient resources to have a link between the environment and organizational resources.

Agus Tardian (Tardian, 2019) cites several definitions of strategic management, which are as follows.

1. Gluek & Jauch states that strategic management is the flow of decisions and actions that lead to the development of strategies or effective strategies to help achieve the company's goals.
2. J. David Hunger & Thomas L. Heelen stated that strategic management is a series of managerial decisions and various activities that determine the company's long-term success.
3. E. Mulyasa states that strategic management is a systematic and coordinated effort to continuously improve the quality of service so that the focus is directed to customers (students, parents, graduates, teachers, employees, government, and society).

### **Basic Elements of Strategic Management**

There are four basic elements in the strategic management process (J. David Hunger & Thomas L. Wheele, 2011). The four basic elements are environmental scanning, strategy formulation, strategy implementation, and evaluation and control. Explanation of each basic element is as follows.

#### **1. Environmental Scanning**

The environmental scanning phase consists of two things, namely the analysis of the external environment and the analysis of the internal environment

##### **a. External environment includes:**

- 1) Environmental tasks, including government, shareholders, users, buyers, competitors, and so on.
- 2) Societal environment, including economic conditions, social culture, technology, politics, and so on.

##### **b. Internal environment includes:**

- 1) Organizational structure (division of tasks, nomenclature of management, line of coordination, and so on).
- 2) Organizational culture (organizational norms, values / beliefs adhered to by the organization, and so on).
- 3) Resources (human, financial, facilities, infrastructure, etc.).

Environmental analysis is not limited to understanding the external and internal environment. More basic environmental analysis using SWOT (Strength, Weaknesses, Opportunities, Threats) analysis. SWOT analysis is used to measure, evaluate, and photograph the internal environment, which includes the level of organizational strength (strengths) and the level of institutional weakness (Weaknesses); and to measure and evaluate the external environment needs to understand about the opportunities of the organization to take part (Opportunities) and any threats that might endanger the institution (Threats). If the SWOT analysis is combined with testing the mission and values of the organization, an organizational identity will be found that will differentiate it from other organizations (Sallis, 2012). Or in other words, an organization's competitive advantage will be found. The implication is that if an organization's competitive advantage is found, quality

characteristics within the organization will be more easily identified. The table on SWOT analysis can be seen below.

*Table 1 : Concept of SWOT Analysis*

<b><i>Strength</i></b>	<b><i>Weakness</i></b>
Measuring, evaluating, and photographing the internal environment, which includes the level of organizational strength	Measuring, evaluating, and photographing the internal environment, which includes the level of weakness of the institution
<b><i>Opportunities</i></b>	<b><i>Threats</i></b>
Measuring and evaluating the external environment that stimulates the organization's opportunity to develop forward	Any threats that might be harmful to the institution

## 2. Strategy Formulation

The next step after conducting an environmental analysis is the formulation of a strategic plan. When the environmental analysis (SWOT analysis) has been carried out, the strategic plan must be immediately compiled and lead to strategic issues.

The strategic plan is a detailed benchmark that the organization will use in achieving its mission (Sallis, 2012). Strategic plans are usually composed of short-term, medium-term and long-term plans. The purpose of the strategic plan is to provide guidelines and direction for the organization in realizing organizational goals. Keep in mind that a strategic plan is not something rigid. Strategic plans can be modified if needed.

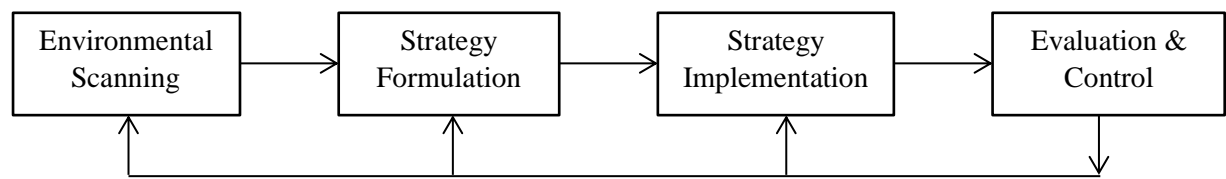
## 3. Strategy Implementation

Implementation of the strategy is also called operational planning. Strategic implementation is the process by which strategies and policies are implemented through the development of programs, budgets, and implementation procedures. This stage will involve changes in the overall organizational culture, organizational structure, or management system of the entire organization. In actual practice, middle and lower level managers usually implement strategies with review by top management.

## 4. Evaluation and Control

Evaluation and control is the process by which organizational activities and performance results are monitored, so that performance in daily practice can be compared with desired performance. Managers at all levels use the information obtained to take corrective action and resolve various problem findings. The results of the evaluation and control stages can indicate weaknesses in the strategic plan that have been formulated in the previous stages. So, as a follow-up step is to re-

evaluate the previous stages and then re-evaluate and control. Thus, in fact the four basic elements of strategic management are a continuous cycle as shown in the following chart.



*Figure 1. Cycles of Basic Elements of Strategic Management*

Strategic management can be applied by various organizations, both profit and non-profit organizations. Schendel and Hofer suggest that the implementation of strategic management can be achieved through administrative tools that can be grouped into three categories, namely as follows (Baharuddin, 2019).

1. Structure, i.e. who is responsible for what.
2. The process, namely how the tasks and responsibilities are carried out by each member of the organization
3. Behavior, i.e. the behavior of members of the organization that illustrates motivation, enthusiasm, appreciation, discipline, ethics, and so on.

Indonesia has 14.247 public and private vocational high schools or in Indonesian it is called SMK (Sekolah Menengah Kejuruan) (Lokadata, 2019). The government's attention is very much towards the development of the vocational school world, as one of the vocational education channels. One manifestation of such concern is the issuance of Presidential Instruction No. 9 of 2016 concerning Vocational Revitalization in the context of Improving the Quality and Competitiveness of Indonesian Human Resources (Sekretariat Kabinet RI, 2016). One of the objectives of the SMK revitalization program is to improve the quality of SMK graduates, while at the same time creating a link and match program between schools and the business / industrial world. One of the triggers of the program's emergence is a serious gap between the ability of SMK graduates with the needs of the industrial world.

Based on data from the Directorate of PSMK, the SMK Revitalization program includes 125 SMKs from SMKs in all over Indonesia (Apriliyadi, 2017). Of the 125 SMKs that received a revitalization program, 8 of them were private schools, including the SMK Perguruan "Cikini". In DKI Jakarta, SMK Perguruan "Cikini" is the only private school that gets a revitalization program. This is an award as well as a challenge for the SMK Perguruan "Cikini". This program is an award for being a competitive advantage for the SMK Perguruan "Cikini". Based on Papoulias opinion (Saitis & Saiti, 2017), the competitive advantage possessed by an organization is then implemented in the form of making a strategic program and there is a strong commitment and motivation to implement the strategic program effectively. The SMK revitalization program is also a challenge because the consequences of the SMK

revitalization program are that the principal, as the top manager, must be able to optimize all of his knowledge, energy and attention to provide strategic leadership for their subordinates so that the organization has maximum performance. According to Hill (Saitis & Saiti, 2017) strategic leadership and maximum organizational performance are part of the process of achieving the organization's long-term targets by maintaining competitive advantage. In other words, the principle of strategic management is very important to be implemented by the SMK Perguruan "Cikini" so that the SMK revitalization program can be successful.

From the explanation above, the researcher is interested in examining the application of strategic management in the SMK Perguruan "Cikini". The purpose of this study is to analyze the application of the four basic elements of strategic management in the SMK Perguruan "Cikini".

## **METHOD**

Research about implementation of strategic management in SMK Perguruan "Cikini" is a case study research. Case study research is one of the five approaches in qualitative research. Case study is a qualitative research in which researchers explore real life through detailed and in-depth data collection involving various sources of information (John W. Creswell, 2015). In this study, the data were obtained through observation, interviews with the leaders of the "Cikini" Vocational School and the person in charge of quality management, as well as work meeting documents and internal audit results.

## **FINDING & DISCUSSION**

SMK Perguruan "Cikini" is one of the major educational organizations in the North Jakarta. SMK Perguruan "Cikini" is a vocational high school under the Direktorat Pendidikan Dasar dan Menengah Yayasan Perguruan "Cikini. SMK Perguruan "Cikini". The school has eight expertise programs, namely Electric Power Installation Engineering, Machining Engineering, Light Vehicle Engineering, Computer and Network Engineering, Audio Video Engineering, Industrial Electronics Engineering, Mechatronic Engineering, and Software Engineering.

### ***Stages of Strategic Planning and Strategic Implementation***

The implementation of the principles of strategic management in the Vocational High School "Cikini" can be seen from two points of view. *First*, from the perspective of SMK "Cikini" as a system. Second, there are subsystems in SMK Perguruan "Cikini". If referring to the opinion of Schendel and Hofer as previously explained, then to analyze the implementation of strategic management in SMK Perguruan "Cikini" used three approaches, namely as follows.

1. Structural approach, namely analyzing the system of accountability within the organization SMK Perguruan "Cikini" as one system on one side, and as a subsystem of Direktorat Pendidikan Dasar dan Menengah Yayasan Perguruan "Cikini" on the other.

2. Process approach, which is analyzing how the tasks and responsibilities are carried out by each member of the "Cikini" Vocational School organization. The process approach in order to develop school quality is the application of a system that manages school processes in carrying out its planning and identification and interaction between these processes, and its management to produce an outcome desired by the school (Purwadi, 2012). For the strategic management process to be properly observed and analyzed, each stage of the process must be well documented, includes documentation of the findings of the problem and documentation of follow-up corrections of the problems found.
3. Behavioral approach, namely analyzing the behavior of members of the organization SMK Perguruan "Cikini" which describes commitment, motivation, morale, appreciation, discipline, ethics, and so on.

To comprehensively analyze the implementation of strategic management in SMK Perguruan "Cikini", the researchers collaborate on the two things above, namely SMK Perguruan "Cikini" viewed from the perspective of systems and subsystems using a structural approach, a process approach, and a behavioral approach.

SMK Perguruan "Cikini", as a large school, must be run with careful planning. The stages of planning are carried out through the mechanism of work meetings. Work meetings are held in stages, starting from the Direktorat Pendidikan Dasar dan Menengah Yayasan Perguruan "Cikini", school leaders, as well as teachers and administrative staff. Work meetings are held in stages so that a synergic relationship occurs from the top level to the level of the education unit.

The stages of environmental analysis and the formulation of a strategic plan are carried out during work meetings held in stages, namely work meetings at the Direktorat Pendidikan Dasar dan Menengah Yayasan Perguruan "Cikini" and at the SMK Perguruan "Cikini" level. The following is a chart of the mechanism of work meetings at the Yayasan Perguruan "Cikini".

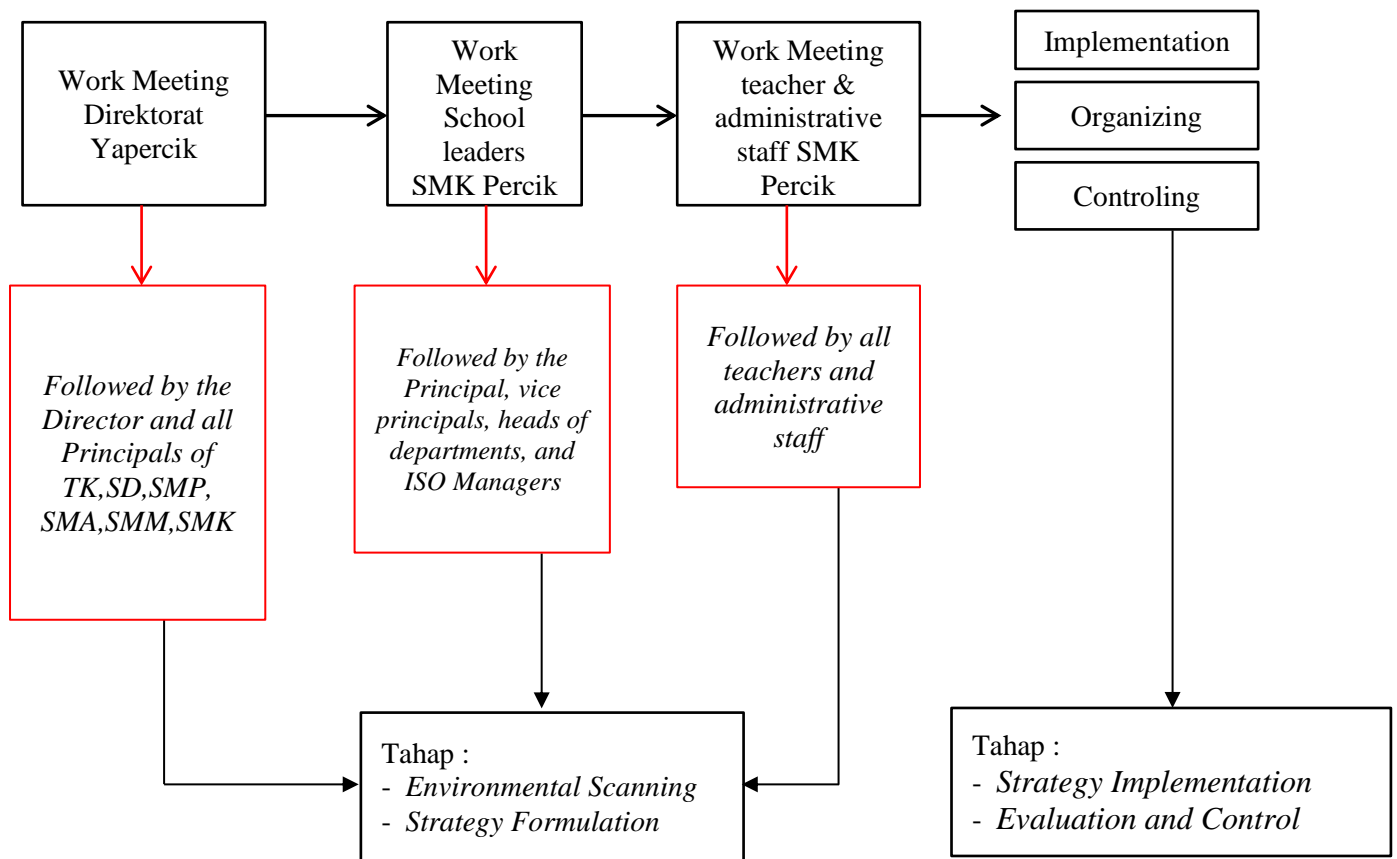


Figure 2. Chart of the mechanism of work meetings at the Yayasan Perguruan “Cikini”

From the chart above it can be concluded that the work meeting at the SMK Perguruan “Cikini” level is a conceptual and technical translation of the Direktorat Pendidikan Dasar dan Menengah Yayasan Perguruan “Cikini” work plan. Work Meeting took place for 4 days and was attended by all teachers and employees. The two big things done at this meeting are as follows.

1. Formulation of school work programs

This activity was guided by the vice-principals who were each in charge of the curriculum, students, facilities and infrastructure, as well as industry and community relations. The working meeting participants were divided into 5 commissions, namely the curriculum for the curriculum, the commission for facilities and infrastructure, the commission for student affairs, the commission for industrial and community relations, and the commission for administration. Each commission discusses translating conceptually and technically work program of Yayasan Perguruan “Cikini” according to the field discussed. The results are then presented in a plenary session chaired by the school principal.

2. Formulate joint commitments

This activity is guided directly by the school principal. The purpose of this activity is a unified perception of school policies and the achievement of the commitment of all teachers and employees



to implement school policies as well as possible. The output of work meeting activities is a strategic plan. This strategic plan is then more operational in detail into the annual work program of SMK Perguruan “Cikini”, which includes work programs in the field of students, facilities and infrastructure, curriculum, as well as industry and community relations. Furthermore, this work program will be implemented, monitored and evaluated. The strategic formulation scheme in the field of curriculum formulated at the 2019 work meeting can be seen below.

PERUMUSAN STRATEGIS BIDANG KURIKULUM TAHUN 2019/2020

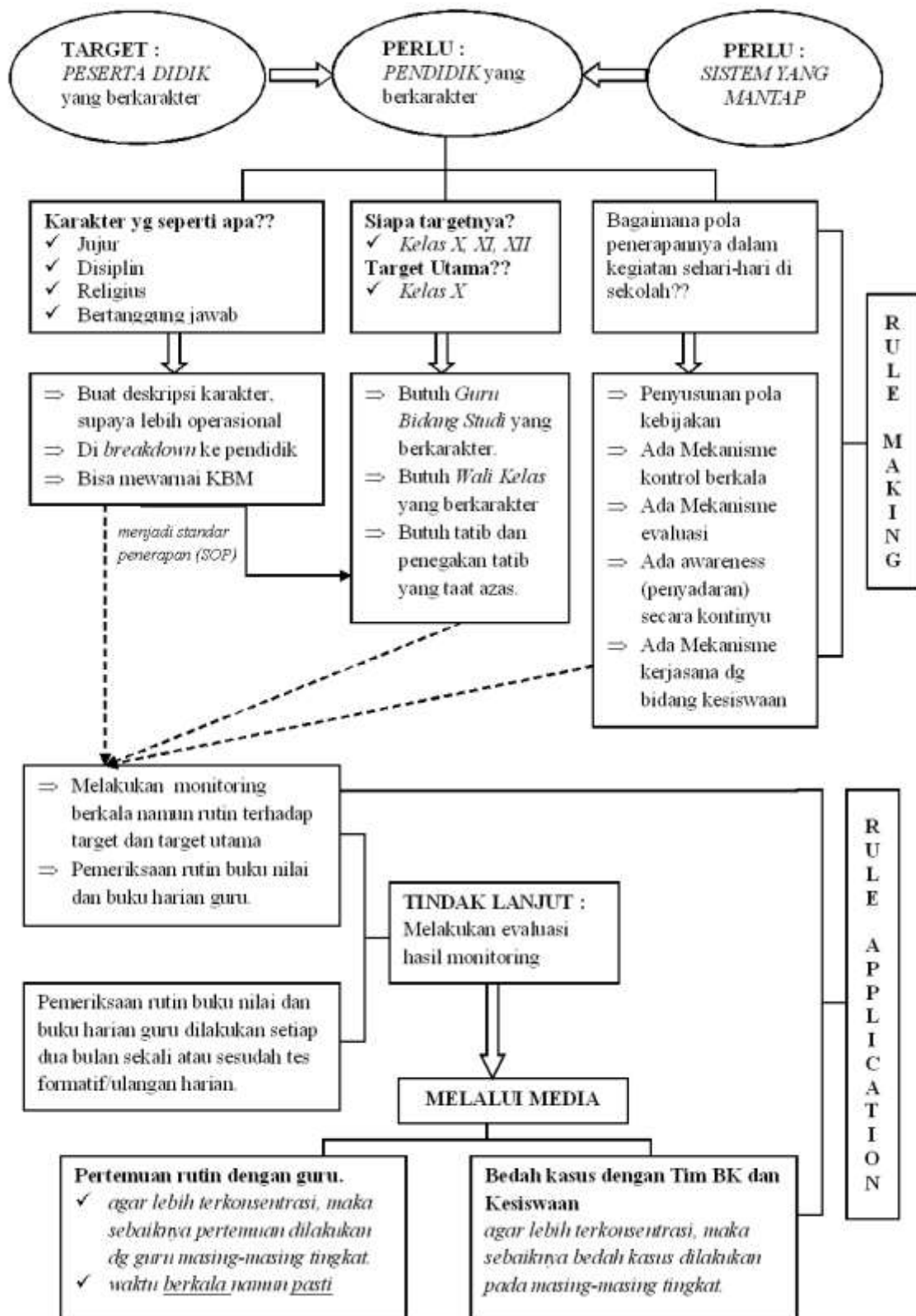


Figure 3. The strategic formulation scheme in the field of curriculum

The results of the strategic formulation of the curriculum field later became a work program for curriculum in 2019/2020. The work program is as follows.

1. Meeting early even semester and odd semester start.
2. Monthly homeroom teacher monthly meeting.
3. Monthly meetings of subject teachers.
4. Teacher supervision and class supervision.
5. Examination of the teacher's grade book and diary.
6. Teacher training.
7. Class coaching by the school leader.

### *Stages of Evaluation and Control*

Implementation of work programs that are the result of work meetings must be evaluated and controlled so that they are always in accordance with the strategic plan that has been formulated. At this stage the actual work program implementation process will be seen.

To evaluate and control the implementation of work programs in each field, an internal audit is regularly conducted. Internal audits are carried out by school leaders together with those responsible for school quality management. Various findings of the discrepancy are then followed up with corrective plans. Improvement plans that are formulated are also always evaluated and controlled for their achievement. This is certainly in accordance with the basic elements of strategic management cycle that has been explained in the introduction. The internal audit scheme of work programs at SMK Perguruan “Cikini” can be seen below.

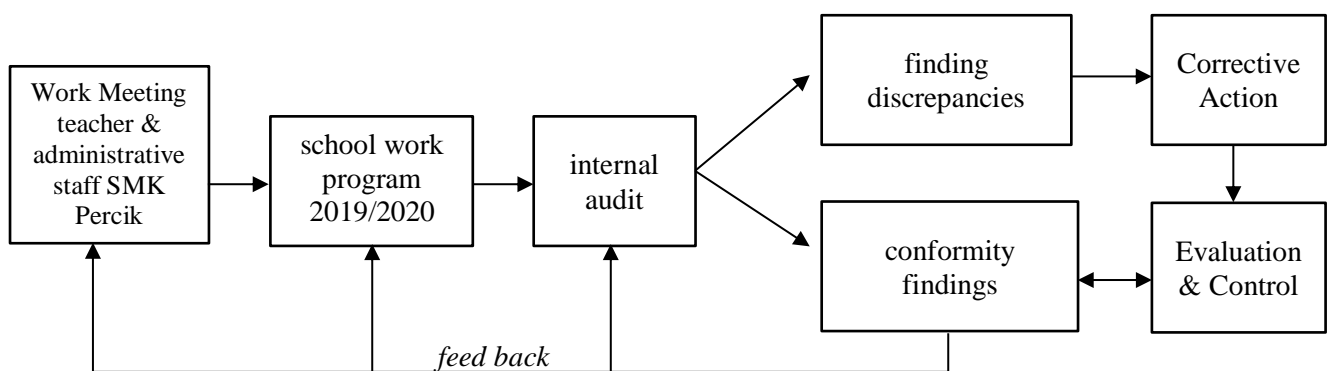


Figure 4. The internal audit scheme of work programs at SMK Perguruan “Cikini”

From the picture above it can be seen that the actual results of the internal audit are outputs that can be considered as a school development planning process. In general, outputs from a process are often very valuable inputs for the next school planning process. The following is a list of audit activities for the fields of curriculum, student affairs, and industrial relations.

Table 2. Internal audit SMK Perguruan “Cikini” (stage I)

No	Audit Activity	Case Findings	Corrective Action	PIC	Note
1	<b>BIDANG KURIKULUM</b>				
	It was no evidence that relevant mechanism (Procedure) was established regarding “Monitoring of Teacher KBM Realization (Class Supervision)”.	Lack of evidence procedure class supervision	Make a quality procedure “Monitoring of Teacher KBM Realization (class Supervision)	Wakil Kepala Sekolah Bidang Kurikulum	Will be reviewed on next audit
2	<b>BIDANG KESISWAAN</b>				
	It was observed for several activities as below:				
	<ul style="list-style-type: none"> <li>To enhance promotion methodology from the existing methodology.</li> <li>To ask and collect report/data in progressively from PPDB Team</li> </ul>	There was no evaluation for PPDB processes	Make evaluated PPDB processes and promotion	Wakil Kepala Sekolah Bidang Kesiswaan	Will be reviewed on next audit
3.	<b>BIDANG HUBUNGAN INDUSTRI</b>				
	It was observed for several activities as below:				

<ul style="list-style-type: none"> <li>• To monitoring quality objective properly.</li> <li>• To do analyze “keterbercapaian dan ketertidakcapaian” from quality objective achievements</li> <li>• To develop marketing/hubin database</li> <li>• To establish objective for hubin’s marketer (daily, weekly, monthly)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of monitoring quality objective</li> <li>• Lack of analyze “keterbercapaian dan ketertidakcapaian” from quality objective achievements</li> <li>• industrial partners were derived from students prakerin</li> <li>• the absence of targeted marketing students periodically</li> <li>• lack of media promotion in Hubin</li> </ul>	<ul style="list-style-type: none"> <li>• Make monitoring quality objective Prakerin every month</li> <li>• Make a list of students who prakerin appropriate department and analyzed the results</li> <li>• Create industrial database as much as possible and followed up</li> <li>• Collaboration with several industrial and conducting presentations at regular intervals in order to establish cooperation</li> <li>• Held a “job fair” at school after UN and visit appropriate industry majors</li> </ul>	<p>Wakil Kepala Sekolah Bidang Hubungan Industri</p>	<p>Will be reviewed on next audit</p>
---	---	---	--	---------------------------------------

## CONCLUSION

Based on the results of research on the application of strategic management in SMK Perguruan “Cikini” it can be concluded that SMK Perguruan “Cikini” has implemented four basic elements of strategic management. Various findings of discrepancies that are followed up with corrective actions indicate that SMK Perguruan “Cikini” always responds to various problems found and makes continuous improvements in maintaining school quality. The results of the internal audit and corrective actions are then used as feedback to develop a strategic plan the following year.

## ACKNOWLEDGMENT

I would like to thank the school leadership and the person in charge of Quality Management who has been willing to provide research permission and data supporting this research.

## REFERENCES

- Apriliyadi. (2017). *SMK 1 Perguruan "Cikini" Siap Sukseskan Program Revitalisasi SMK*. Retrieved from <http://psmk.kemdikbud.go.id/konten/2684/smk-1-perguruan-cikini-siap-sukseskan-program-revitalisasi-smk>
- Baharuddin. (2019). Manajemen Strategik Mutu Pendidikan. *Jurnal Idaarah*, III(36), 155–163.
- J. David Hunger & Thomas L. Wheele. (2011). Absolute Essentials of Strategic Management. In *Absolute Essentials of Strategic Management* (V). <https://doi.org/10.4324/9780429430794>
- John W. Creswell. (2015). *Penelitian Kualitatif & Desain Riset Memilih di Antara Lima Pendekatan* (III). Yogyakarta: Pustaka Pelajar.
- Lokadata. (2019). *Jumlah SMK negeri dan swasta di Indonesia 2019*. Retrieved from <https://lokadata.beritagar.id/chart/preview/jumlah-smk-negeri-dan-swasta-di-indonesia-2018-1563945848>
- Purwadi. (2012). *Document Development*. Penerbit Media Guru.
- Saitis, C., & Saiti, A. (2017). Initiation of educators into educational management secrets. In *Initiation of Educators into Educational Management Secrets*. <https://doi.org/10.1007/978-3-319-47277-5>
- Sallis, E. (2012). *Total Quality Management in Education (Manajemen Mutu Pendidikan)*. Yogyakarta: IRCiSoD.
- Sekretariat Kabinet RI. (2016). *Salinan Inpres Nomer 9 Tahun 2016.pdf* (pp. 1–10). pp. 1–10.
- Tardian, A. (2019). Manajemen Strategik Mutu Sekolah: Studi Kasus di SD Al Irsyad Al Islamiyyah 02 Purwokerto. *Kependidikan*, 7(2), 192–203.
- Wahab, A. A. (2011). *Anatomi Organisasi dan Kepemimpinan Pendidikan Telaah terhadap Organisasi dan Pengolahan Organisasi Pendidikan*. Bandung: Alfabeta.