

# EXISTENCE AND STRATEGY OF THE DEPUTY HEAD OF MADRASAH IN THE FIELD OF STUDENT AFFAIRS IN FOSTERING THE ACTIVITIES OF THE MADRASAH INTRA STUDENT ORGANIZATION

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**Abstract:** Student organizations provide a space for students to build competencies and characters that are not found in the classroom. However, this organization is often neglected and not managed properly. With regard to that, this study aims to analyze the existence of the vice principal for student affairs in fostering the activities of the Madrasah Intra Student Organization at Madrasah Tsanawiyah Negeri Surakarta 1. The research method used is qualitative based on phenomenological studies. Data collection techniques using observation, interviews and documentation studies. The result is the existence of the deputy head of madrasah in the field of student affairs in fostering the madrasah intra student organization is as a manager, leader, innovator, motivator, coordinator. The role has been carried out well and effectively. This can be seen from the ability to empower student organization administrators to carry out work programs well, smoothly, and productively, as well as being able to provide regular guidance and assistance to student organization administrators when they run programs and activities, and can realize the vision and mission of student organizations.

**Keywords:** Student Organization, Student Management, Leadership

**Abstrak:** Organisasi siswa menjadi ruang bagi siswa untuk pembentukan kompetensi dan karakter yang tidak dapat di ruang kelas. Namun kerap kali organisasi ini terabaikan dan tidak terkelola dengan baik. Berkenaan dengan itu penelitian ini bertujuan untuk menganalisis eksistensi wakil kepala sekolah bidang kesiswaan dalam membina kegiatan Organisasi Siswa Intra Madrasah di Madrasah Tsanawiyah Negeri Surakarta 1. Metode penelitian yang digunakan adalah kualitatif berbasis studi fenomenologi. Teknik pengumpulan data menggunakan observasi, wawancara dan studi dokumentasi. Adapun hasilnya adalah eksistensi wakil kepala madrasah bidang kesiswaan dalam membina organisasi siswa intra madrasah adalah sebagai manager, leader, inovator, motivator, koordinator. Peran yang dilakukan sudah dilaksanakan dengan baik dan efektif. Hal ini dapat dilihat dari kemampuan memberdayakan para pengurus organisasi siswa untuk melaksanakan program kerja dengan baik, lancar, dan produktif, serta dapat melakukan bimbingan dan pendampingan secara rutin kepada pengurus organisasi siswa saat mereka menjalankan program maupun kegiatan, dan dapat mewujudkan visi misi organisasi siswa.

**Kata Kunci:** Organisasi Mahasiswa, Manajemen Mahasiswa, Kepemimpinan

## INTRODUCTION

Developments in the world of education, especially schools, which are increasingly important, require several strategies that can lead to an organizational process in schools and are expected to be able to answer the demands of the world of work. The task of the vice principal of student affairs in an educational institution or school is one of the keys that is also required to be able to condition a professional work climate, namely the demands of doing a good job that leads to high performance achievements. The success of the school in improving the quality of the school cannot be separated from the duties of a deputy principal of student affairs. Although the success achieved is a result of the performance of all components in the school, of course it cannot be separated from the successful implementation of the duties of the deputy principal of student affairs.

The deputy principal of student affairs is one of the important elements of education in terms of improving teaching standards in schools. The deputy principal of student affairs is the right hand of the principal who handles student affairs. The task of the deputy principal of student affairs is a management strategy for educational institutions that is in the school's interest to help the institution achieve its organizational goals. The task of the deputy head of madrasah in the field of student affairs is that in managing students, the deputy head of madrasah

assists the madrasah head in several ways, namely, compiling a student development program/student organization. Carry out guidance, direction, control of student activities in order to enforce discipline and school discipline and election of administrators. Fostering student council administrators in organization (Abeng T. D. E., Pawero A. M. D. & Ramli A, 2021).

The success of student affairs is also called the success of the deputy head of madrasah in the field of student affairs. A successful vice principal of student affairs is a figure who is able to carry out his duties as a responsible person in leading, fostering, coordinating student activities such as in terms of organization. Broadly speaking, the elements contained in the school that support the success of the school are the head of madrasah, deputy head of madrasah, educators, education personnel, and students / learners. The success of children in school shows how the quality of education has improved. The task of students in education is not only to learn, but also to be able to practice the knowledge they have at school so that they can get an increase. That way, students must be equipped with organizational skills that need to be improved by related parties such as the deputy head of madrasah in the field of student affairs who has a leadership spirit.

Furthermore, Edgar H. Schein (in Setyowati 2013) states that organization is a type of rational coordination carried out by a number of individuals in

achieving a goal based on the division of labor or tasks and based on a hierarchy of authority and responsibility. The organization is a means of self-development or a group that cooperates with each other in broadening horizons and increasing knowledge in achieving common goals. In a container or organization, of course, it has different goals and scopes. This is seen by the demands and needs of each individual or group that are different. One example is in the scope of education.

In the scope of education, there is a main student organization in schools, known as the Intra-School Student Organization if Madrasah then and included in the extra-educational category. This container or organization serves as a forum for the growth of student interests and talents. The ability to communicate and work together is one of the characteristics that are competencies in this activity. Students will have the opportunity to analyze problems and solve problems through this activity. Students' independence and communication skills can also be used to help them learn how to take responsibility for their actions and think critically and be able to solve problems on their own, by developing these abilities will help them in future community life.

One manifestation of the government's concern and efforts in supporting students in schools as a forum for student progress is the establishment of a student forum in schools, namely the

Intra-School Student Organization or . Based on the Regulation of the Minister of National Education of the Republic of Indonesia Number 39 of 2008 concerning Student Development Article 4, that "Student Organizations in Schools are in the form of Intra-School Student Organizations and are official Organizations in Schools". Thus, it is required for each school to hold and foster an Intra-School Student Organization or which is a forum for students as well as a motivator for other students within the scope of education, namely schools so that educational goals are achieved.

The purpose of education is in accordance with the objectives of development in general, and there are processes in the world of education that can improve the quality of human resources. In fact, educational goals can be achieved through student interactions in groups and through the formal learning process that takes place in the classroom. In achieving educational goals in schools, it can be done through optimizing the duties of the Deputy Head of Madrasah for Student Affairs, because the Deputy Head of Madrasah for Student Affairs has a major influence in achieving educational goals. So that the Deputy Head of Madrasah for Student Affairs must carry out his duties properly in fostering an official forum, namely the Intra-School Student Organization at the School or Intra-School Student Organization.

Not only used as a place of teaching and learning, schools can also be used to

hone students' skills in dealing with other people. Where one of the interesting things that students can try to hone their ability to relate to others is to join an organization found at school, namely the Madrasah Intra Student Organization. For MTs students, they must be familiar with this one organization. In order to join as a member of the Intra-School Student Organization, it is required that every interested student be selected first. Because not all students can join as members of the Intra School Student Organization, that is because the number of members of the Intra School Student Organization is limited. Therefore, members of the Intra-School Student Organization are selected students who have more expertise than other students in good schools. (Mulyana R. A. & Briliana V, 2023)

The madrasaah Intra Student Organization is an association forum for students in the context of fostering student affairs, interests, talents and other extra activities. Intra school student organization is an organization that must exist in every madrasa / school. (Alatas M, 2011) The main and official organization at school, namely the Intra-School Student Organization or , has the following definition based on each letter: (1) Organization is a grouping of two or more people who interact and cooperate in achieving common goals in a container or forum (2) Students, also called learners, are people who attend school to maximize their potential by following various paths,

levels, and types of education open to them. (3) Intra is a form term that is bound on the inside. Where it has a certain function, namely identifying the organization as something that is present inside. (4) School or Madrasah is a place where students can obtain education under the guidance of teachers who coordinate education through formal channels, non-formal channels, and informal channels at every level and type of education.

Legal Basis of Intra-School Student Organization or Intra-School Student Organization: a. Pancasila b. 1945 Constitution c. Indonesian Law No. 20 of 2003 concerning the National Education System d. Government Regulation No. 19 of 2005 concerning National Education Standards e. Permendiknas No. 23 of 2006 concerning Graduate Competency Standards f. Permendiknas No. 39 of 2008 concerning Student Development Guidebook published by Kemdiknas in 2011. Therefore, the development of a forum for fostering the younger generation in the school environment which is implemented through the Intra-School Student Organization needs to be organized in a directed and orderly manner (Umar A, 2015)

MTsN Surakarta 1 is a school that has several organizations that students can join and are useful for training good cooperation with others in order to have a leadership spirit. By participating in organizational activities, students can also have many positive improvements that

will be useful for the future. In the Intra-Madrasah Student Organization, students will gain a variety of useful experiences, starting from an organizational experience, experience in interacting more with fellow students and teachers, experience in terms of responsibility, increasing self-confidence, increasing courage in expressing opinions, developing creativity, increasing discipline and others.

Based on observations made by researchers at this school, the most important and official parent organization is the Madrasah Intra Student Organization as a forum for improving the abilities, talents and interests of students, at MTsN Surakarta 1 there are also various kinds of activities/extracurricular activities that can improve the talents and interests of students, including: Scout, Paskibraka, PMR, English Club, Band/Music Club, Dance, etc.

The Madrasah Intra Student Organization at MTsN Surakarta 1 is not only a forum for student organizations. However, it is a forum for students to interact with other students and work together between students. The deputy head of madrasah in the field of student affairs is the main person in charge of activities at school including the Madrasah Intra Student Organization teaches about cooperation to the Madrasah Intra Student Organization board.

As a student who is obliged to learn and complete the tasks given by the teacher and the role of the Madrasah Intra

Student Organization board must have other daily activities such as work program evaluation meetings or other tasks and also not including important tasks from the School. So that way, Madrasah Intra Student Organization administrators are required to be able to divide their time and adjust so that the duties and responsibilities according to the role they carry are not neglected. In addition, the activities of the Intra-School Student Organization at school are strongly supported by the school to succeed in various events which hopefully can be a role model for other schools. This situation encouraged researchers to see how the role played by the Deputy Head of Madrasah for Student Affairs in fostering the Madrasah Intra Student Organization at MTsN Surakarta 1.

The selection of this title is based on the idea that shaping character to become a good next generation does not only rely on academics in learning but can be fostered through student development, namely through the Madrasah Intra Student Organization. Because that way, it can shape student character and adjust the role of the Madrasah Intra Student Organization management in achieving its goals.

So, with the problems related to the Madrasah Intra Student Organization, it is still expected that the administrators and members are able to become the next generation who can boast the name of the School with various achievements, character, and good attitude by

maximizing their role. (Shine Manalu RH R. R, 2023). So that through the above problems, the researcher felt compelled to conduct research at the School to examine the Role of the Deputy Head of Madrasah for Student Affairs in Fostering Madrasah Intra Student Organizations at MTsN Surakarta 1.

## **METHOD**

The method used in this research is descriptive qualitative. Qualitative descriptive research, which is a research that guides to explore or portray the social situation to be studied thoroughly, broadly and deeply. According to Bogdan and Taylor quoted by Lexy.J. Moleong, a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Qualitative research focuses on social phenomena, giving voice to the feelings and perceptions of the participants under study. This is based on the belief that knowledge is generated from social settings and that understanding social knowledge is a legitimate scientific process. This qualitative approach aims to obtain complete information about the role of the deputy head of madrasah in the field of student affairs in fostering the activities of intra-madrasa student organizations at Madrasah Tsanawiyah Negeri Surakarta 1. The approach used is phenomenology.

The source of research data is the deputy head of the madrasah in the field of student affairs, as well as the madrasah intra student organization management,

and also literature sources. Data collection techniques using observation techniques interviews and documentation studies. Observation is used to observe the activities of the administrators in managing the organization, while interviews are used to obtain information from informants about the role of the deputy head of madrasah, and documentation studies to obtain information related to documents owned by the deputy head of madrasah in terms of policies for managing intra-school student organizations.

Data analysis uses the Miles and Huberman technique, which starts from data collection, data reduction, data presentation and conclusion drawing, to ensure data validity, data triangulation techniques are carried out and extend field observations.

## **RESULTS AND DISCUSSION**

### **The Role of the Deputy Head of Madrasah for Student Affairs in Fostering the Madrasah Intra Student Organization**

The role of the deputy head of madrasah in the field of student affairs at school is certainly very important. One of them is in fostering the Madrasah Intra Student Organization. In fostering the Madrasah Intra Student Organization, the role of the deputy head of the madrasah in the field of student affairs in the continuity of the activities of the school intra student organization at MTsN Surakarta 1 is as a manager, namely by planning, implementing and evaluating

the school intra student organization activity program through the existing management structure, as a leader by providing encouragement or direction and carrying out deliberation activities for the guidance of the school intra student organization which consists of the madrasah head, As an innovator, it can be done by releasing and accepting ideas that exist in the thoughts of each member and concluded so that the desired goals are achieved, and in the task as a motivator it can be done by providing support, enthusiasm, direction and guidance so that the goals are achieved and not forgetting to accompany and supervise existing activity programs, as a coordinator who is responsible for organizing and coordinating an activity or work program as a whole. (Wijanarko A, 2018)

The role of the Deputy Head of Madrasah in the field of Student Affairs in fostering intra school student organization is very important. The role of the Deputy Head of the madrasah in the field of Student Affairs greatly affects the quality of the Intra School Student Organization from year to year. As the deputy head of the madrasah in the field of student affairs at MTSn. 1 Negeri Surakarta has served as Deputy Head of Student Affairs for fifteen years. The quality of the intra school student organization from year to year has increased because the selection process is also quite strict from the old intra school student organization board and also the

consideration of the Deputy Head of the madrasah in the field of Student Affairs. The administrators of the intra school student organization who passed the selection this year were thirty-six administrators.

The role of the Deputy Head of Student Affairs is very necessary when planning and running it because the student intra school organization is an organization that is under the auspices of the Deputy Head of Student Affairs, and the student intra school organization itself is also in the work program of the Deputy Head of Student Affairs. However, the deputy head of madrasah in the field of student affairs admitted that he did not have a special work program in fostering the Intra School Student Organization. During his fifteen years as Deputy Head of Student Affairs, he claimed to have no obstacles in carrying out his duties, especially in fostering intra school student organization.

In carrying out its role when implementing and managing the planning of the intra-school student organization work program, the way the Deputy Head of Student Affairs does is by providing socialization to all school residents, so that what will be carried out is known. Then form a committee or team to carry out the activity, after that make a work plan in the form of a proposal as a student guide and after that hold a coordination meeting. Coordination meetings are held several times in order to finalize the steps. After that, if there is an activity, you must

prepare the things that will be carried out and the last one is reporting. Where the Deputy Head of Student Affairs always intensively accompanies both the committee, teachers or intra school student organization to carry out activities so that the results obtained are maximized.

It was also revealed by the intra school student organization management that the role of the Deputy head of Student Affairs in planning and carrying it out is very much needed because the role of the Deputy head of Student Affairs is from the beginning to help the work program assisted by the old intra school student organization management to compile its work program, then given to the Deputy head of Student Affairs for evaluation. Before making an activity, the intra school student organization board certainly makes a proposal first, the next step is that the intra school student organization board will ask the Deputy head of Student Affairs for advice, so before the activity starts the intra school student organization board will definitely meet the Deputy head of Student Affairs to discuss and design so that the event runs smoothly. After that, there will be a joint meeting or coordination meeting between the school and also the intra school student organization board to discuss activities. (Noviyanti A. U, 2022)

The deputy head of student affairs also said that the management of the Intra School student organization is great and also independent, in the sense that the

administrators of the Intra school student organization are only monitored / supervised, which is actually enough. And in terms of innovation, the work program in the previous year was refined, if it was not running well, it was developed / improved.

The deputy head of Student Affairs is also included in the coordination group in which there are administrators of intra-school student organizations, and also class leaders. The coordination group is useful for providing information related to all activities at MTsN Surakarta 1 including the activities of the Intra School Student Organization. The deputy head of the madrasah also teaches to collect plastic bottles and then sell them to generate income which is used for the work program of the INtra-School Student Organization activities and also sponsorship. The deputy head of the madrasah said there are several work programs that Intra School Student Organization has such as rolling prayer mats, healthy walks, recitation, class meets, santri days, and elections. The unique work program here is the prayer mat roll and the general election. What is meant by rolling prayer mats is to roll out and roll up the mats used for congregational dzuhur prayers every day and dhuha every Friday because the MTsN Surakarta 1 mushola is small and cannot accommodate one school, so what is used is the street in front of the class. Meanwhile, what is meant by the election is the election of the chairman and vice



chairman of the Intra School Student Organization, where the candidates for the chairman of the Intra School Student Organization will be dressed up using makeup and kebaya. The election of class chairman and vice chairman is held similar to elections in Indonesia, according to the deputy head of madrasah it is also to train students to be democratic. In addition to the election of the chairman and vice chairman of the Intra School Student Organization, there are also performances per class while waiting for the results of the vote.

If there is a school event that involves the intra school student organization board, such as yesterday's arrival of guests from Papua at MTsN Surakarta 1, then the school will ask the intra school student organization board for help to work together because the intra school student organization is the right hand of the school, before of course the school and also the Intra School Student Organization board will hold a meeting to discuss the activity.

The leadership type of the deputy head of madrasah in the field of student affairs is a democratic leadership type. Which the characteristics are

1. The workload of the organization is the joint responsibility of the organization's personnel.
2. Subordinates, by the leader is considered as an implementing component, and integrally must be given duties and responsibilities.
3. Discipline, but not rigid and solve

problems together.

4. High trust in subordinates by not releasing supervisory responsibilities.

Based on interviews with the Deputy Head of Student Affairs about the student leadership attitude coaching program, in this case the Intra School Student Organization board is carried out on an ongoing basis. The deputy head of Student Affairs assisted by the school has the responsibility to train the leadership attitude of its students, especially the administrators of the intra school student organization and train them in organization. Therefore, the school has a program for prospective student administrators of the intra school student organization, namely basic student leadership training. In the program, the school acts as their facilitator by guiding and directing them.

The efforts of the deputy head of student affairs to continue to shape their leadership attitudes of the administrators of the intra school student organization, in this case emphasizing to the administrators of the Intra School Student Organization to obey school rules and regulations. The deputy head of the madrasah always reminds and gives advice and direction to the administrators of the intra school student organization that they are leaders and must set an example to others, and must be able to show the attitude that they are a leader. Where the point is that an intra school student organization administrator must

be different from other students, different in terms of discipline in obeying school rules and regulations.

Furthermore, in his daily life, the deputy head of student affairs is classically responsible for continuing to shape the leadership of students who have participated in the training, the deputy head of student affairs involves intra school student organization in school activities, among others, when outside guests arrive, such as yesterday from Papua and other activities. They are involved with the aim of fostering their leadership attitude through these activities so that they are able to organize with others, they form a committee and carry out good cooperation to organize an event so that the event runs well. Including when they lead meetings in these activities, divide tasks and carry out their respective duties, this is a form of training and fostering leadership attitudes for the administrators of the intra school student organization.

This leadership training is not only at an event, but the deputy head of student affairs continues to strive for each student, especially the administrators of the intra school student organization to always obey the rules and regulations. The deputy head of student affairs through the teachers always gives reprimands and directions if there are small things that are not good, they are also reminded to continue to be able to maintain their learning achievements even though they play a dual role as administrators of the

intra school student organization and become ordinary students because academic and organizational activities should go hand in hand. (Umar A, 2015)

The role played by the deputy head of student affairs in fostering the intra school student organization at MTsN Surakarta 1 is good and effective. All of that can be seen from the ability to empower the administrators of the intra school student organization to carry out work programs properly, smoothly, and productively, can complete tasks and work, realize the vision and mission of the intra school student organization, successfully apply leadership principles, it's just that there is a lack of self-consciousness from students about the importance of this organizational culture to create a pleasant personality. (Pratama F, 2020).

The deputy head of student affairs has a very important role in order to foster intra school student organization. intra school student organization is fostered as well as possible in order to achieve achievements and excellence. These achievements and advantages will be able to be achieved when all school/madrasah residents (teachers, employees and students) have recognized the intra school student organization well and run in daily life in schools/madrasahs. Therefore, teachers and stakeholders in schools/madrasahs should recognize the intra school student organization well, and combine the three forces (teachers, employees and students) into three in one. In addition, there is certainly superior

potential that is developed in accordance with the conditions of the school/madrasah. (Umam K, 2016)

The progress and success of intra school student organization is in the deputy head of student affairs in organizing, controlling and motivating the management both directly and indirectly. The deputy head of Student Affairs must be able to solve and resolve any problems (conflicts) that often occur in the organization. In order to achieve a quality school, it must be able to optimize all components in the school by providing direction, innovation and motivation in achieving the desired school goals. (Ardyansyah W. P, 2021)

Providing good examples or role models in attitudes and ways of working is also carried out by the deputy head of student affairs in accordance with his role and responsibility as a motivator. For example: discipline and coming to school on time. By setting a good example, he teaches students good ethics, such as: saying greetings and kissing hands when meeting the head of madrasah and teachers. In addition, the deputy head of student affairs also gives awards to students who excel. The deputy head of student affairs also always provides motivation and advice when conducting meetings with the intra school student organization board (Sutarsih S, 2020).

The deputy head of MTsN Surakarta 1 has responsibility for the position entrusted to him. Having high concern and commitment to achieve

something meaningful while occupying his position, enforcing time discipline with full awareness that discipline is the key to success, carrying out every task and activity with full responsibility. Have sensitivity and feel guilty about something that is not right, and try to correct it, Dare to correct every mistake firmly and act wisely, and not permissive (easy to understand, understand and forgive mistakes). (Mu'amalah H, 2018). Mr. Edi hopes that through this intra school student organization, it can train the life skills of students, especially the administrators, knowledge in organization and which will certainly be useful for the future.

### **The strategy of the vice principal for student affairs in fostering student organizations**

1. Student Program Development: Design and implement interesting and educational student programs, such as extracurricular activities, leadership training, and social projects.
2. Student Empowerment: Provide opportunities for students to actively participate in decision-making related to student activities. This may include the establishment of student representative bodies and student committees.
3. Mentoring and Coaching: Provide support and guidance to students through a mentoring system. Ensure that every student has access to the

- resources needed to reach their full potential.
4. Collaboration with Parents and Community: Involving parents and the community in supporting student activities. This can involve regular meetings, cooperation in organizing events, or involving them as speakers and resource persons.
  5. Social and Leadership Skills Development: Encourage students to develop social and leadership skills through specialized training, workshops, and activities that build a sense of responsibility.
  6. Evaluation and Renewal: Evaluate the effectiveness of student programs periodically and inclusively. Based on the results of the evaluation, make updates and adjustments to keep the program relevant and support student development.
  7. Communication Facilitation: Establish communication channels

## CONCLUSION

Based on the results of research that has been conducted on the role of the vice principal for student affairs in fostering the Madrasah Intra Student Organization at MTsN Surakarta 1, conclusions can be drawn: The role of the vice principal of student affairs in fostering the madrasah intra student organization is as a manager, leader, innovator, motivator, and coordinator. The vice principal of student affairs at MTsN Surakarta 1 also always provides a good example and positive motivation that helps their fighting power in carrying out their

duties and responsibilities as administrators of the madrasah intra student organization. This is what makes the implementation of madrasah intra student organization activities run well and effectively. The head of student affairs is also responsible for continuing to shape the leadership spirit of the madrasah intra student organization administrators. The role played by the head of student affairs in fostering the madrasah intra student organization at MTsN Surakarta 1 has been carried out well and effectively. This can be seen from the ability to empower the madrasah intra-student organization administrators to carry out work programs well, smoothly, and productively, as well as being able to provide regular guidance and assistance to the madrasah intra-student organization administrators when they run programs and activities, can realize the vision and mission of the madrasah intra-student organization, and successfully apply leadership principles, it's just that there is a lack of self-consciousness from students about the importance of this organizational culture to make a pleasant personality.

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