

MANAGEMENT OF THE ACADEMIC POTENTIAL OF STUDENTS DURING THE COVID-19 PANDEMIC

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Abstrak

Artikel ini bertujuan untuk menganalisa manajemen pembinaan potensi akademik peserta didik pada masa pandemi Covid-19 di MTsN Kota Tanjungbalai. Fokus pembahasan meliputi fungsi manajemen (perencanaan, pelaksanaan, pengawasan, faktor pendukung dan penghambat dalam proses pembinaan potensi peserta didik. Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Hasil penelitian ini menunjukkan bahwa (1) perencanaan dilakukan setiap awal semester, meliputi penetapan sistem belajar daring atau luring, pembinaan kegiatan bagi siswa untuk mengikuti kompetisi sains madrasah online (KSMO) dan penerapan kunjungan rumah; (2) pelaksanaan pembelajaran dinilai sudah bagus, hal ini ditandai dengan kehadiran guru dan tenaga kependidikan yang aktif (buktitnya hasil finger print), siswa belajar dari via aplikasi WhatsApp Group, pembinaan siswa untuk mengikuti KSMO, pelaksanaan kunjungan rumah oleh guru bagi siswa yang tidak ada kabar selama penerapan belajar daring; (3) pengawasan dilakukan langsung oleh kepala madrasah dan wakil kepala madrasah (WKM) bidang akademik menggunakan fasilitas handphone dan jaringan internet madrasah yang terhubung ke seluruh grup online siswa dan guru; dan (4) faktor pendukung yaitu keaktifan guru memberi pembinaan pada siswa, sedangkan faktor penghambat yaitu ekonomi siswa yang tidak memadai untuk mengakses jaringan internet, banyak siswa yang tidak aktif belajar online di grup kelas, serta ditemukannya siswa yang berhenti sekolah selama pandemi Covid-19.

Kata Kunci: Era Covid-19, Manajemen, Pembinaan, Potensi Akademik.

Abstract

This article aims to analyze the management of fostering the academic potential of students during the Covid-19 pandemic at MTsN Tanjungbalai City. The focus of the discussion includes management functions (planning, implementation, supervision, supporting and inhibiting factors in the process of fostering student potential. This study uses a qualitative approach with a descriptive method. The results of this study indicate that (1) planning is carried out at the beginning of each semester, including the determination of the learning system online or offline, fostering activities for students to take part in online madrasa science competitions (KSMO) and implementing home visits; (2) the implementation of learning is considered good, this is indicated by the presence of active teachers and education staff (the evidence is finger print results), students learning from via the WhatsApp Group application, coaching students to take part in KSMO, conducting home visits by teachers for students who have no news during the application of online learning; (3) supervision is carried out directly by the head of madrasa and deputy head of madrasa (WKM) in the academic field using mobile phone facilities and madrasa internet network h connected to all online groups of students and teachers; and (4) supporting factors, namely the activeness of teachers in providing guidance to students, while the inhibiting factors are the students' economy which is inadequate to access the internet network, many students who are not actively studying online in class groups, and the discovery of students who quit school during the Covid-19 pandemic.

Keywords: Covid-19 Era, Management, Development, Academic Potential.

INTRODUCTION

Management has basically been around since humans existed. The order of human life develops according to the situation and conditions that occur. A well-directed and well-organized life order are management joints that cannot be separated. This is in line with what was conveyed by Mesiono (2019, p. 49) that management means that a person or group of people will be more easily directed and systematic in realizing the implementation of concepts in the real world, on the other hand, an understanding of management leads people to be more effective in empowering people. various dimensions or components that exist in the organization.

Since it was reported by President Joko Widodo regarding the main case of Covid-19 infection (Coronavirus) towards the beginning of March 2020, Indonesia was then faced with a Pandemic Period. Coronavirus infection is a fast infectious disease which is very dangerous for everyone's life. Because the transmission of this Corona virus pandemic is so fast, this pandemic is supposed to be a health emergency, so public authorities have imposed policies that include travel restrictions, isolation, curfews, event delays, and facility closures. So all activities must be completed at home to break the chain of transmission, everyone is prohibited from going out if there is nothing urgent. In mid-April 2020, the Ministry of Education and Culture issued Circular Letter Number 4 of 2020 regarding the Implementation of Education during the Coronavirus Disease Crisis. Regarding learning from home, the Ministry of Education and Culture underlined that online learning or distance learning is carried out to provide significant learning encounters to students, without

being bothered with requests to complete all educational plan achievements for class progress and graduation. The Ministry of Education and Culture recommends that in each region educators also study and work from home to maintain the welfare of educators.

All sectors of life were stopped, including education. Because of the Covid-19 pandemic, the presence of management is the most important structure in an educational institution, because in this pandemic situation, educational institutions must have good management in order to continue to produce quality human resources, otherwise if in the current pandemic situation an institution If education does not have good management, the educational institution will experience a setback and will not produce quality human resources. So from these problems it can be concluded that management is present as planners, administrators, managers, supervisors in educational institutions in order to achieve the common goals that have been set with various situations and conditions that are always changing.

The State Madrasah Tsanawiyah (MTsN/*Madrasah Tsanawiyah Negeri*) of Tanjungbalai City is the most favorite Tsanawiyah madrasa in the city of Tanjungbalai, As a madrasa that is included in the National Education Framework, of course it is bound and agrees with government arrangements related to the world situation that is facing the Coronavirus pandemic.

Based on the initial study, researchers still find advantages in the Tanjungbalai City Madrasah Tsanawiyah (MTsN) in terms of fostering academic potential.

Among the advantages of the coaching effort that the researchers found in the initial study are: First, it is clear that all

madrasah employees, both civil servants and temporary employees, attend the madrasa during working hours in full official attire, making it easier for madrasah staff to attend. to remind each other and supervise each other's activities, and on the other hand also to make it easy for students to meet their teachers when there is a need because they just have to come to the madrasa and will meet on madrasa working days. Second, the madrasah also provides COVID-19 prokes such as hand washing stations, soap, and hand sanitizers. The third is that the media used is by using an economical and easy-to-use application, namely the whatsapp application, so that it is very helpful for students to remember that during the pandemic the economic situation is so difficult and the use of technology is still very low. Fourth, it is permissible for students to use the madrasa wi-fi facilities to carry out tasks that have been assigned to them by their teachers. Fifth is the implementation of Home Visit, namely there are madrasa employees who are assigned to come directly to students' homes if there are students who have no news during the online learning process. The sixth is that learning and assignments are always reported online, and students who do not have an android phone can come to take assignments and return them to the madrasa when the task is complete. And Seventh is that this madrasa always sends its best students to take part in KSMO (Online Madrasa Science Competition) from the district/city, provincial, and even to the national level, and the KSMO is held once a year by the Ministry of Religion.

Of course, with these advantages, it can be seen that this madrasa has good management in terms of fostering the academic potential of students during this covid-19 pandemic, both in terms of

planning, implementation, and supervision as well as the efforts made in any obstacles that arise. There is the implementation of the development of the academic potential of students during the COVID-19 pandemic.

Therefore, researchers are very interested in conducting more accurate and in-depth research on this madrasa. With the research title, "Management of Academic Potential Development of Students During the Covid-19 Pandemic At Madrasah Tsanawiyah Negeri (MTsN) Tanjungbalai City."

RESEARCH METHODS

The approach used is a qualitative approach with a descriptive method. Descriptive research, not only can describe a situation, but can also describe a situation in its stages of development. So Bunging (2011, p. 68) says that this descriptive research approach aims to describe, summarize various conditions, various situations, or various phenomena of social reality that exist in the community that is the object of research, and seeks to draw that reality to the surface as a feature, character, nature, model, sign, or description of a particular condition, situation, or phenomenon. Qualitative methods are used to obtain in-depth data, and contain real meaning. In qualitative research, it does not emphasize generalization, but emphasizes more on meaning.

This research has been carried out by the authors at the State Madrasah Tsanawiyah (MTsN) Tanjungbalai City, with the aim of knowing the planning, implementation, supervision, and obstacles as well as the efforts made in fostering the academic potential of students during the covid-19 pandemic at Madrasah Tsanawiyah Negeri (MTsN) Tanjungbalai City. The sources of data in this study are the people

in the madrasa, including: the Head of Madrasah, Head of Administrative Affairs, All Deputy Heads of Madrasas, Teachers and Students at Madrasah Tsanawiyah Negeri (MTsN) Tanjungbalai City. And the time of the research that the author has carried out for 3 consecutive months, namely in May, June and July 2021.

In qualitative research, the instrument is the researcher himself. Researchers as instruments are also validated to what extent qualitative researchers are ready to go into the field. The research instrument is expected to be able to complete the data and compare with what has been found through interview guidelines, observation guidelines and documentation studies.

The credibility test is carried out to ensure that the data displayed is truly credible and valid so that there is no doubt about the level of truth. Salim and Syahrums (2011, p. 165) state that testing the credibility of the data or trust in the data from qualitative research results, among others, is carried out with a long attachment between researchers and those being studied, persistence of observations, triangulation, discussing research results, adequacy of references, negative case analysis.

Data collection can be done in various settings, various sources, and in various ways. When viewed from the setting, data can be collected in natural settings such as laboratories with experimental methods. Furthermore, when viewed in terms of data collection methods or techniques, it can be done by interview, observation, and documentation.

After the data collection process is carried out, the next step is to analyze the data. The data and information that have been obtained will be analyzed with a qualitative pattern and interpreted

continuously from the beginning of the study until the end of the study. The data analysis was carried out using the data analysis model of Miles and Huberman, which consisted of: (a) data reduction (decreasing information), (b) data presentation, and (c) conclusions. The analysis process carried out aims to help researchers facilitate and organize the pile of data obtained, whether the data is stored or set aside if it does not meet the will of the research question.

To strengthen the legitimacy of the findings and maintain the validity of the examination information, the techniques used in checking the validity of the data as proposed by Moleong (2006, p. 327) are extension of participation, persistence of observation, poleculation, peer checking, negative case analysis, adequacy of referrals, and checking with members involved in the research. Testing the validity of the data uses four criteria as proposed by Sugiyono (2010), namely: credibility, transferability, reliability, and certainty/can be confirmed.

RESULTS AND DISCUSSION

Planning for Development of Student Academic Potential

Planning activities for fostering the academic potential of students during the COVID-19 pandemic at MTsN Tanjungbalai City is carried out at the beginning of each semester before the start of new learning by holding meetings guided by circulars from the Ministry of Religion of the Republic of Indonesia and madrasa policies based on the situation and conditions of the local community. And in the planning meeting attended by all leaders in this madrasa including the Head of Madrasa, Head of Administrative Affairs, All Deputy Heads of Madrasas. All elements of the leadership support each other and

coordinate with each other and disseminate the results of the meeting to all elements of the madrasah community and elements of the local community so that the objectives can be achieved properly. And from the planning meeting resulted in a madrasa work program related to the Development of the Academic Potential of Students During the Covid-19 Pandemic Period at the Tanjungbalai City Madrasah Tsanawiyah (MTsN) which includes the implementation of the WFO (Work From Office) system for all madrasah employees, the implementation of an online learning system. and offline, the use of media and facilities that are right on target, scheduling priority activities, namely KSMO (Online Madrasah Science Competition), as well as implementing Home Visits/direct home visits for students who do not participate in the learning process.

Based on the results of the research mentioned above, it is also in line with what was conveyed by Mesiono (2017, p. 14) that planning is something important before doing anything else, in other words that planning is an effort to ensure that every cooperative effort is successful. . Therefore, planning for each functional area in an organization is one of the most important activities. Mesiono (2017, p. 17) also said that in making or compiling a plan properly and correctly and profitable, there are several steps that can be used, including the following: (a) Analyzing and identifying government policies, political conditions, economy, and in the future, (b) Analyzing and setting goals, (c) Analyzing community needs, (d) Determining changes in the needs and needs of other interested groups, (e) Developing and empowering resources existing resources and resources relevant to existing needs, (f) Translate this broad planning into functional efforts on the basis

of research, (g) Develop more detailed planning and control over the use of resources within each functional area always associated with a comprehensive planning effort.

Of course, in the planning made by this madrasa there must be a goal to be achieved for the sustainability of this educational institution so that it still exists and is still in demand by the community. For this reason, Engkoswara & Komariah (2012, p. 133) also say that the goals to be achieved from a plan are: (a) ensuring that the educational goals that have been set can be achieved with a very high level of certainty and little risk can be obtained. (b) support coordination between school actors. (c) ensure the creation of good integration, synchronization, and synergy between school actors and other school actors, between schools and district/city offices. (d) optimizing the participation or participation of all elements of the school community and elements of the local community. (e) ensure the achievement of effective, efficient, and equitable and sustainable use of resources.

From the results of the planning meeting policy conducted by MTsN Tanjungbalai City, we can conclude that this madrasa still wants to provide the best service so that students can experience full learning even though it is during the covid-19 pandemic. And from this policy, we also believe that the students at this madrasa will be even better, that's because apart from this madrasah students have good academic potential, they also have the potential in terms of using technology. So by looking at these conditions, Martono in Sunardi (2015, p. 23) also said that by knowing one's identity early, it will be easy for a person to do what he wants, where he wants to go, whether or not his study or career is suitable.

Implementation of Student Academic Potential Development

The implementation of activities for fostering the academic potential of students during the COVID-19 pandemic at MTsN Tanjungbalai City has been going very well and under control, everyone has a sense of awareness to carry out the policies that have been set in this madrasa. As for the implementation of the WFO (Work From Office) system, all teachers and madrasah employees are seen attending the madrasa every day in full official attire. If you have done a finger print at the madrasa, all teachers and madrasa employees cannot go anywhere until working hours are over. The Finger Print results will be checked once a month. Then for the implementation of the online system, all learning activities are carried out using the internet network, namely by using the WhatsApp application which is very easy to reach. Meanwhile, the offline system is carried out specifically for students who have problems accessing the internet, so they have to come to the madrasa to take teaching materials or take questions to be worked on. Furthermore, in the implementation of priority activities, namely KSMO, it is carried out with an offline or face-to-face system between students and the supervisor of each subject in the competition. And for this KSMO coaching is conditional but the coaching is carried out every day based on the time and place that has been agreed upon by the students and their coaches. And in the implementation of Home Visits, it has also been going well and is often carried out by madrasahs. The procedure for implementing this home visit is that if there is one child in one subject who has not received news for three meetings, the subject teacher will report to his homeroom teacher, then the homeroom teacher will report to the BP

(Counseling Counseling) teacher, and from the BP teacher will report to the WKM Student Affairs for immediate follow-up.

The results of this study are also in line with that conveyed by Ritonga (2015, p. 76) that the implementation in principle is to move people to voluntarily carry out an activity to achieve the goals that have been set effectively and efficiently. In addition, Terry in Herujito (2001, p. 27) also said that implementation is an activity to move group members within an organization to carry out work in accordance with their respective duties. Meanwhile, Siagian (2004, p. 120) argues that implementation as the whole process of giving work encouragement to employees or subordinates in such a way that they want to work with full sincerity in order to achieve organizational goals efficiently and economically.

Of course, in the implementation carried out in this madrasa there must be a goal to be achieved, based on the results of the study it is also in accordance with what was conveyed by Ritonga (2015, p. 77) that the purpose of the implementation function is as follows: (a) To influence someone to willing to be a follower, (b) Using the power of resistance on a person or many people, (c) To make someone like to do the job as well as possible, (d) To get or maintain and cultivate loyalty, loyalty and dedication to superiors or leaders, tasks and the organization in which they serve or work, (e) To instill and maintain a sense of full responsibility to a person/many people and to God, the country, society and the tasks they carry out.

The results of this study are also in line as said by Sudjana (2004, p. 229) that in carrying out a coaching one must take two approaches, namely a direct approach and an indirect approach. A direct approach (direct contact) is an approach that occurs

when the supervisor (leader, manager, supervisor, supervisor, and others) conducts coaching through face-to-face with those who are fostered or with program implementers. The direct approach can be done through discussion activities, meetings, questions and answers, field visits, home visits, and so on. While the indirect approach (indirect contact) is an approach that occurs when the coaching party makes efforts to develop the fostered party through mass media such as through written instructions, correspondence, distribution of bulletins or online media.

From the success of the implementation system that has been run by this madrasa, of course we can conclude that this madrasa is really present and can be felt by all students even during this covid-19 pandemic. And of course, this madrasa has also taken steps to plan development that are measurable and on target, so that in its implementation it also runs successfully. And besides that, this madrasa does have quality human resources and has a high awareness to carry out the tasks that have been assigned to each of them as well as possible, so that everything that has become a stipulation in this madrasa has gone very well. And from this it is also in accordance with the theory presented by Ritonga (2015, p. 6) which says that in a successful implementation, there are humans as the first and main element in management activities, and humans must be competent human beings in the field. Their respective fields so that they are able to unite and collect existing resources in an orderly manner to make the activities that have been mutually agreed upon.

Supervision of Student Academic Potential Development

Supervision of activities for fostering the academic potential of students during

the COVID-19 pandemic at MTsN Tanjungbalai City is monitored and supervised directly by WKM for Academic Affairs, but still coordinates with all WKM in this madrasa. In addition, there is also a full person in charge of the father, Drs. Hasanuddin as the Head of Madrasah, he often holds special meetings or meetings with WKM or homeroom teachers to discuss the condition of students and about learning activities. Then to oversee the implementation of the WFO (Work From Office) system, finger prints will be monitored every working day, and the results of the finger prints will be printed and checked once a month as a whole.

For supervision of the implementation of the online learning system, madrasah cellphone facilities are used which are connected to all online class groups starting from grade 1 to grade 3 and it counts that there are about 27 online class groups in this madrasa, and the group is blocked for comments from students for maintain the effectiveness of the group, those who may send messages in the group are the madrasa admin and the teacher of each subject in the class to provide teaching materials or questions they want to work on, if these students want to send assignments then they immediately send their assignments to the teacher's personal whatsapp number. So this form of madrasa supervision is through the madrasa admin cellphone which is used to supervise all scheduled learning activities. And for supervision of the coaching activities of students who take part in KSMO, there is also a special WhatsApp group in which the tutors are joined for each subject consisting of Mathematics, Social Sciences, and Science subjects and also the students themselves. And for the supervision of students who have no news, also through the madrasa

cellphone facility which is connected to all online groups with the Whatsapp application, so that from the madrasa cellphone facility it can be found students who do not take lessons during online or online learning, we will immediately apply Home Visit activities to follow up on the problematic student.

The results of this study are also in line with what Mesiono (2017, p. 28) said that a supervision is said to be very important, because without good supervision it will certainly produce unsatisfactory goals, both for the organization itself and for its workers. So that it can be interpreted that supervision in management means the activity of measuring the level of personal work effectiveness and the efficiency level of using certain methods and tools in an effort to achieve goals. For that every activity needs to be observed either directly or indirectly during the course of activities in an organization. Kadarisman (2013, p. 172) also said that with supervision in the form of direction/guidance from superiors, subordinates will tend to make fewer deviations or deviations compared to subordinates who do not receive supervision.

Then the results of this study are also in accordance with what is said by Simbolon (2004, p. 65-67) who suggests there are several methods that can be used in carrying out a successful supervision, including:

Direct Supervision

Direct Supervision is when the supervisory apparatus/organizational leader conducts a direct inspection at the place of execution of the work, either with an inspection system, verification, or with an investigative system.

Indirect Supervision

Indirect Supervision is when the supervisory apparatus/leader of the organization inspects the implementation of the work only through reports that come to him. These reports can be in the form of a word description of a series of numbers or statistics containing an overview of the progress that has been achieved in accordance with the planned expenditures/budgets.

a) Formal Supervision

Formal Supervision is supervision that is formally carried out by the unit/supervisory apparatus acting on behalf of the leader of the organization or the superior of the leader of the organization. In this supervision, procedures, relationships, and work procedures have been determined.

Informal Supervision

Informal supervision is supervision that does not go through formal channels or predetermined procedures. This informal supervision is usually carried out by leadership officials through informal (private) visits, or incognito. This is intended to avoid rigidity in the relationship between superiors and subordinates. In this way, the leader requires openness in obtaining information as well as suggestions/suggestions for improvement and improvement from his subordinates.

Administrative Supervision

Administrative Supervision is supervision covering the financial, personnel, and material fields. Financial supervision is concerned with budget posts (budget plans), budget execution which includes administrative management and management of treasurers. This concerns the procedure for receiving and disbursing money. Supervision of staffing concerns matters relating to personnel administration as well as regarding their rights that must be fulfilled (salaries, promotions, and other

facilities). Material control is to find out and ensure whether the goods provided (purchased) are in accordance with the plan when the time is in procurement. Administrative Supervision is supervision covering the financial, personnel, and material fields. Financial supervision is concerned with budget posts (budget plans), budget execution which includes administrative management and management of treasurers. This concerns the procedure for receiving and disbursing money. Supervision of staffing concerns matters relating to personnel administration as well as regarding their rights that must be fulfilled (salaries, promotions, and other facilities). Material control is to find out and ensure whether the goods provided (purchased) are in accordance with the plan when the time is in procurement.

From the statements mentioned above, we can conclude that the supervision carried out by the Tanjungbalai City State Madrasah (MTsN) related to the activities of fostering the academic potential of students during the COVID-19 pandemic has been running successfully, namely the form of supervision feels comprehensive starting from Supervision of all employees and students themselves.

Barriers and Efforts to Foster Students' Academic Potential

The obstacles or obstacles encountered in the implementation of the activities of fostering the academic potential of students during the COVID-19 pandemic at MTsN Tanjungbalai City include the low level of the community's economy and lack of understanding of technology so that some children are unable to participate in online learning, then can't afford to buy internet packages, and there are even children who don't have android phones. And besides that, what is also an obstacle in

fostering the academic potential of students during the covid-19 pandemic at MTsN Tanjungbalai City is the lack of attention from parents of students to supervise their children to take lessons from home, even though it's for various reasons of work. parents of students, but during this covid-19 pandemic the role of parents is very big in educating children. So from the lack of parental attention, their children are not supervised to take online learning every day according to the academic schedule that has been determined by the madrasa, and from the lack of parental attention it also makes their children not do the tasks that have been given to them. they.

And the results of this study are also in line with those conveyed by Walgito (2010, p. 142-144) who said that there are several factors that can affect the process of achieving goals, especially in the process of fostering academic potential, including the following: (a) individual factors which includes physical and psychological factors, (b) Psychological factors such as motives, interests, learning concentration, natural curiosity, balance personality, self-confidence, self-discipline, intelligence, and memory, (c) Environmental factors include: place, tools for learning, atmosphere, time, and association. Another thing that needs to be considered is what methods or methods and techniques should be applied during the learning process.

The efforts made by the Tanjungbalai City Madrasah Tsnowiyah (MTsN) related to the implementation of activities for fostering the academic potential of students during the COVID-19 pandemic, which included strengthening the application of the WFO (Work From Office) system, so that with the presence of all employees and teachers every working hours in madrasas make it easy for students to meet their

teachers in madrasas to take teaching materials or assignments to be done. Then online learning is also made easier by using the WhatsApp application, where learning can be done using videos or photo documents that are easy for students to understand and access. Then students are also allowed to come to the madrasa and use the madrasa Wi-Fi facilities to do their assignments. Subsequent efforts to strengthen the supervision of the madrasah leadership on all online learning activities that take place through the madrasa cellphone facility that is directly connected to all online class groups, meaning that there should not be teachers who do not conduct online learning according to a predetermined academic schedule. And other efforts are through home visits or visiting the homes of students who have problems in participating in online learning. And as for the purpose of the Home Visit activity, it is to find out the real condition of the student, then be given motivation and enthusiasm and provide the best solution for the problematic student so that his education can continue to completion.

CONCLUSION

Based on the description above, it is concluded that (1) planning is carried out at the beginning of each semester, including establishing an online or offline learning system, fostering activities for students to take part in online madrasa science competitions (KSMO) and implementing home visits; (2) the implementation of learning is considered good, this is indicated by the presence of active teachers and education staff (the evidence is the finger print results), students learn from the WhatsApp Group application, coaching students to take part in KSMO, conducting home visits by teachers for students who do

not there is news during the application of online learning; (3) supervision is carried out directly by the madrasah principal and deputy madrasah principal (WKM) in the academic field using mobile phone facilities and madrasa internet networks that are connected to all online groups of students and teachers; and (4) supporting factors, namely the activeness of teachers in providing guidance to students, while the inhibiting factors are the students' economy which is inadequate to access the internet network, many students who are not actively studying online in class groups, and the discovery of students who quit school during the Covid-19 pandemic.

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