STRATEGIC MANAGEMENT OF MUHAMMADIYAH 12 PAMULANG ELEMENTARY SCHOOL IN IMPROVING SERVICE QUALITY AND EDUCATION GRADUATES

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Article Info	ABSTRACT
	Strategic management offers the school to plan a superior strategy to achieve the school's vision and mission. However, in reality, not all schools implement strategic management. So there is a gap between expectations and reality. This study aims to describe the strategic management of SD Muhammadiyah in improving service quality and graduate education. This research is a qualitative study, by taking the object of research in SD Muhammadiyah 12 Pamulang related to superior strategies undertaken by SD Muhammadiyah in improving the quality of services and education graduates. Data collection techniques carried out by observation, interviews, and documentation. Data analysis performed using descriptive methods. The results showed that the strategic management process of SD Muhammadiyah 12 Pamulang in improving service quality and education graduates began with planning through internal and external environmental analysis and the selection, implementation, and evaluation of exemplary strategy implementation.

1. INTRODUCTION

Educational institutions currently face the development and challenges of globalisation. These conditions impact the high level of competition between institutions. Such intense competition demands educational institutions to think creatively, innovatively, and responsively in maintaining and developing their existence. Globalisation is a challenge for the world of education to organise the organisation to improve the quality of services and graduates by changing. Demands for change occur at the level of consumer behaviour, namely parents and students. With the increasing number and variety of consumers' demands, educational institution managers must provide complete services to the community and compete effectively in local, national, and even global contexts.

Efforts to improve competitiveness and demands for change due to the rapid flow of globalisation, strategic management is a solution, especially in educational institutions, to overcome the dynamics of change, compete, and improve the quality of services and graduates. Educational management, which is implemented in the school system's internal environment, is part of the leadership's responsibility as an education manager. The managers of education as modern executives are currently unable to respond to all external environment challenges, both near and far (Khori, 2016). Near the external environment,

namely the environment that directly influences the operationalisation of various educational institutions' strategies and policies. The closest external environmental factors, in general, can be controlled or influenced by the relevant educational institutions, such as various potentials and conditions in the field of education that become concentrations of school businesses, the competitive situation, the situation of educational customers, and graduate users. All of these affect determining strategies that are expected to support schools in achieving their goals.

Strategic management takes place continuously in an organisation or institution. Each strategy requires a review and maybe even a change in the future. One of the main reasons for the need to implement strategic management is that the conditions faced by an organisation are constantly changing (Siagian, 2012). The concept of strategic management offers schools to provide a better and more adequate education for students. Using strategic management, the school can analyse every strength of the organisation, its weaknesses, every threat that will worsen its image, and every opportunity to utilise as a benchmark to improve service quality. In implementing strategic management, the principal analyses self and environmental potential. Educational services which are oriented to customer satisfaction are very related so that if the education service is good, it can attract customer interest to go to school there (Kim & Lee, 2020). Service improvement for schools that often get low customer satisfaction, service strategies are recommended to managers to improve service quality and increase student satisfaction (Chui, Ahmad, Bassim, & Zaimi, 2016). One strategic management that can didi to improve the ability of teachers to provide teaching. The teacher needs to give training to develop the learning given to students (Rosa & Mujiarto, 2020).

In the current period of the Muhammadiyah 12 Pamulang Primary School, Tangerang City, Banten Province, Indonesia, led by Iswandi M.Pd., the number of students reached 949 students. Educators numbered 44 people. Out of the 44 teachers, most have S1 degrees, and some have S2 degrees as for the education staff totalling 11 people, consisting of 1 librarian, 4 Administrative, and 5 cleaning staff.

This school manager tries to implement strategic management in improving the quality of service and the quality of graduates—the process with three stages, namely planning, implementation, and evaluation. In the planning stage, the principal conducts an environmental analysis, both internal and external. In the implementation phase, the school program coordinated with the person in charge of each program. Whereas in the evaluation phase, the principal supervises every program activity and prepares an accountability report by the coordinator in every activity carried out.

2. METHODS

This study uses a qualitative approach. Qualitative research requires sharp analysis, objectivity, systematic, and systemic, so that accuracy is obtained in interpretation (Margono, 2010). Data collection tools usually use direct observation, interviews, and document studies. In contrast, the validity and reliability of the data using triangulation using inductive methods, qualitative research results emphasise more on the meaning (Iskandar, 2013).

In this study, the authors determine the informants as research subjects, namely the School Principal and all Vice Principals. The principal and his deputy are the most crucial part in determining strategic management in the long run. This research focuses on strategic management, supporting and inhibiting factors, and opportunities and challenges in improving service quality and education graduates. Data from the field sourced from observations in the field that involved descriptions of the situation, equipment room, actors, ongoing social activities, and the 12 Pamulang Muhammadiyah Primary School's strategic management.

According to Nasution, the recommended data analysis is data reduction, data presentation, and conclusion making (Sugiyono, 2014). The next step in qualitative data analysis is concluding. The first conclusion that is revealed is still temporary and will change if solid evidence and support is found at the next stage of data collection. However, if the conclusions raised in the first stage are supported by solid evidence, the conclusions expressed are valid (Sugiyono, 2014). In the research conducted, to obtain credible conclusions, other supporting data are needed.

3. RESULTS AND DISCUSSION

RESULTS

3.1. Planning in Improving the Quality of Services and Graduates.

Planning is the initial stage of the strategic management process in improving the quality of services and education graduates. In planning, the principal performs various stages as follows.

The school's internal environment analysis can help the principal discover its strengths and weaknesses and the threats and opportunities. During analysing, careful observation is needed. Through internal and external analysis, the school also helps the school principal know school activities' programs. The following is the principal statement: To equalise perception, the representative and the teacher coordinate in compiling the program to avoid misunderstanding. From the carrying capacity observed that this school has educators who have fulfilled the qualifications, most of the teaching staff here have bachelor's degrees, and some have master's degrees.

The statement supported by the vice-principal: The principal coordinated with us the representatives, then with the teachers. Beginning of his leadership, the principal conducts his analysis to understand the conditions in the school well. Thus the principal understands what will be done in the future to advance the school. The principal responsibility was the strategy in improving quality educators and education personnel through routine supervision of the principal, delegation of authority, training, improvement, seminars, technical guidance, workshops, and training, and to evaluate the performance of educators and education staff balanced in return (Irmayani, Wardiah, & Kristiawan, 2018).

The internal environment carried out by SD Muhammadiyah 12 Pamulang is by observing school programs. The intended school program is a curriculum program, facilities-infrastructure program, student program, and human resource quality improvement program. The main program that has renewed in improving the quality of services and education graduates is the curriculum program.

School principals are very aware of how important it is to observe the environment outside the school. The changes in educational organisations are inseparable from environmental influences, both internal and external. The following is the principal's statement: need to analyse environmental conditions outside the school to consider. The school's geographical condition is close to several schools, namely the As-Sa'adah School, the Daarul Hikmah Foundation, SDIT Firdausha Setiabudi, and the Mater Dei Elementary School. Besides being close to schools, Muhammadiyah Pamulang Elementary School is also close to one of the Office of Education and Culture offices, South Tangerang City. The location of the school itself is very strategic because it is located not far from the main highway.

The condition and location of Muhammadiyah Pamulang Elementary School are very supportive of school development. The situation used by SD Muhammadiyah 12 Pamulang to promote school programs and activities to the community. Internal and external schools' essential strengths made as one of the principal's considerations in determining the strategy's formulation. From these results, the strengths and weaknesses of SD Muhammadiyah 12 determined by Pamulang and things that become opportunities and challenges in the school environment. Strengths and weaknesses of SD Muhammadiyah 12 Pamulang can be seen in Table 1.

Table 1. *Strengths and weaknesses of SD Muhammadiyah 12 Pamulang*

Strengths	Weaknesses
a. Human resources (teachers) have met the educational qualifications	a. Difficulty in coordinating with school components
b. Adequate educational facilities	b. There are still clashes of time and place with other levels when holding activities.

Opportunity	Challenge
a. Get support from the community	a. The development of knowledge and technology is rapid
b. There is a good relationship with the surrounding environment	b. The demand for teaching qualifications is the increase

Strategy selection is the stage of determining the best choice that will use in achieving a goal. By considering the results of previous observations and assessments, SD Muhammadiyah 12 Pamulang formulated the best strategy in improving the quality of services and education graduates by the vision, mission, and goals of the school. SD Muhammadiyah 12 Pamulang chooses the strategy through curriculum strategies, student strategies, and infrastructure strategies to improve the quality of services and education graduates by the school's vision and mission.

3.2. Implementation in Improving the Quality of Services and Education Graduates

The implementation of the strategy is concrete action from the strategy formulated previously. It realised through the school program development and implementation team. The curriculum is an educational program with various teaching materials and learning experiences that are programmed, planned, and designed systematically based on applicable norms that serve as guidelines in the learning process for educators and students to achieve educational goals.

The curriculum program developed by SD Muhammadiyah 12 Pamulang is:

Excellent classes aim to improve the quality of graduates. Students in this class are selected students, students who have good academic performance. Student selection starts in second grade. Learning in this class is bilingual.

Setting the teacher's teaching agenda aims to match the area of expertise of the teacher with the subject taught. Involving teachers in workshops or training activities is also one of the activities in regulating teacher work programs and increasing teachers' capacity.

In aspects of learning at SD Muhammadiyah 12 Pamulang, the curriculum used is the 2013 curriculum. The subjects taught are Islamic religious education, thematic, mathematics, Indonesian, Natural Sciences, Social Sciences, and Citizenship Education, English, Physical Education, Sports, and Health.

The teaching and learning program also held a 2013 curriculum outreach. The 2013 curriculum outreach conducted during the early 2013 curriculum implementation. All teaching staff must develop learning tools such as annual programs, semester programs, learning planning plans, and syllabi.

There are two model classes in SD Muhammadiyah 12 Pamulang, namely regular classes and superior classes. For the first class starting from the third class. The class chooses

from the value of second class report cards, and the learning process in this class uses bilingual. Every semester there is a visit of *native speakers* from Malaysia.

According to the standard process, learning carried out interactively, inspirational, fun, challenging, motivating students to be active and providing sufficient space to develop creativity by the interests, talents, and physical and psychological development of students.

Learning carried out from Monday to Friday. The study time starts from 07.00 until 14.30. The maximum number of students per class is 28 - 33 children. For classes I and II, there are two teachers—bilingual lessons (for progressive classes). At Muhammadiyah 12 Pamulang Elementary School, there were tadarus, memorisation, and daily prayers before the lessons began. Performing congregational prayers (*Dhuha and Dzuhur*) in Schools. Cultivating discipline, orderly, clean, independent, honest, polite, cooperative, and responsible. Remedial for those who have not reached the minimum completeness criteria. Enrichment for students who excel.

The implementation of teaching and learning activities and teaching and learning activities also carries out periodic assessments or evaluations through daily tests. The implementation of the assessment becomes one part of carrying out teaching and learning activities. Remedial and enrichment gave to students who have not met the minimum completeness criteria in learning. Then filling out teaching journals routinely is also done to monitor the learning process to run effectively. As one class teacher revealed: The minimum completeness criterion value for all subjects is 65, but it is different again for specific subjects.

Moreover, in first grade, there are usually students who cannot read and write. This student automatically missed many lessons. So they guided for several months to learn to read and write. The additional study schedule starts after school hours. The students can read and write. To make it easier to control or evaluate learning activities, teachers who teach must fill teaching journals.

Education reports conducted regularly, which is also an obligation for SD Muhammadiyah 12 Pamulang educators to find out student progress in learning activities: 1) Assessment of Learning Outcomes: The grades of students for filling out report cards obtained from daily tests, assignments, midterm tests, end of semester tests and tests for grade up; 2) Mechanisms for reporting learning outcomes. The mechanism is as follows: The class teacher and subject teacher carry out each student's assessment according to their characteristics, the value of each subject given by the class teacher and subject teacher to their respective homeroom teacher according to the applicable rules, then recapitulated by the homeroom teacher and discussed in Teacher council meeting forum to determine whether students go up or not up, according to applicable regulations. The student's grades outlined in report cards will be reported to students' parents through report card distribution meetings from verifying this gradual increase.

Educators have a critical role in determining the quality of learning. According to Fehring & Davies (2014) that "improving the quality of teaching is the most effective way to achieve better educational outcomes for individual students. Excellent teaching is the key to increased student engagement and higher achievement levels, regardless of student background. Therefore, teacher education providers must maintain cutting-edge quality in the preparation of excellent teachers." (Improving the quality of teaching is the most effective way to achieve better educational outcomes for individual students. Excellent teaching is the key to increasing student involvement and higher achievement levels, regardless of student background (Dinham et al., 2008, p. 2). Therefore, teacher education providers must maintain the latest quality in preparing superior teachers (Fehring & Davies, 2014).

Whereas what is meant by educational staff are administrative staff who can support learning objectives through their respective fields. The professionalism of educators and education staff can support effective and efficient teaching and learning.

The student is the target of the education process. So students become an essential part of the education process. In this case, the student program arranged aims to take care of all activities related to students. The activities in student activities are self-development, scouting *Hizbul Wathanholidays*, flag ceremony, the commemoration of the national, commemoration of Islamic holy days, guidance on the martial arts, fostering security, order, and student discipline, fostering school health units, fostering sports performance marching band training, educational tourism work, promotion stage for admission of new students, year-end performances and release of class VI students. The Muhammadiyah 12 Pamulang Elementary School student program covers planning for student admission, student coaching, and activities to develop students' interests and talents.

The quality of administration can influence the quality of education services, quality of the physical environment, quality of core education, quality of supporting facilities and transformative quality (Teeroovengadum, Kamalanabhan, & Seebaluck, 2016). Education infrastructure components include school land, buildings/ classrooms, teaching aids, furniture, textbooks, and supplementary books (Amalia & Anantisari, 2020). In realising the quality of services and education graduates, the quality and quantity of educational facilities and infrastructure needed. The process of planning the procurement of school facilities and infrastructure carried out by holding a meeting at the beginning of each school year to accommodate all proposals for the procurement of facilities and infrastructure. Based on these proposals, a school needs a plan prepared at the beginning of the school year, which adjusted to the school budget. The planned facilities and infrastructure related to supporting the learning process are learning media, learning books for class equipment, and various teaching needs such as markers, pens, erasers, and rulers.

3.3. Evaluation / Control of Strategic Management at SD Muhammadiyah 12 Pamulang in improving the Quality of Services and Education Graduates

Evaluation of the strategy aims to ensure that the program's implementation is by planning or to be more sure whether the organisational goals have been achieved. The quality of education services significantly affects student satisfaction, so that it becomes a key factor for attracting interest, educating, and retaining students (Meštrović, 2017). At the evaluation stage, the strategy needs to be a comparison between planning, implementation and results achieved so that the comparison provides feedback or corrective action. The evaluation carried out by SD Muhammadiyah 12 Pamulang through supervision of school programs, reports on the implementation of activities, and evaluation of the learning process.

Supervision is a process of observing the organisation's activities as a help, fostered, and guidance given to teachers to increase teachers' ability to run more effectively by the plans that have been set. In general, supervision aims to ensure that work implementation does not deviate from predetermined plans (Susanto, 2016). There is a positive correlation between learning educational organisation and leadership (Erdem & Acikyoruk, 2018). Therefore, teachers should have leadership abilities in organising learning.

In the evaluation carried out, the school principal requests submission of reports on each activity. Through supervision and reports from each coordinator, the school principal will know the extent to which school activities and programs are running effectively and efficiently. Suppose there are problems or problems encountered in the implementation of the activity. In that case, the principal will coordinate with the coordinator to find the problem's source and find a solution.

An important point in improving the quality of services and education graduates is excellent attention to learning quality; in addition to implementing strategies to improve the quality of learning, all teachers must conduct regular evaluations. The evaluation to determine the extent to which students understand the material provided by the teacher. Learning function and community empowerment function are Community Learning Center services that can improve the quality of educational services (Mutiara & Koesmawan, 2020)

Based on the writer's observation, the principal looked at learning conditions when class learning began. He checked whether there were classes that were still empty and to see some teachers who were teaching.

Through routine evaluations conducted by the 12 Muhulang Primary School Muhammadiyah, it hoped that learning would achieve because the quality of learning influences the quality of service and education graduates.

3.4. Supporting Factors and Obstacles to Strategic Management in Improving Quality of Services and Education Graduates

Supporting factors support the success of strategic management in improving the quality of services and education graduates. The following are supporting and inhibiting factors in implementing strategic management in improving the quality of services and education graduates:

The following are supporting factors for SD Muhammadiyah 12 Pamulang in implementing strategic quality learning management are: a) Schools have good availability of funds in each activity: According to the results of interviews with the principal, he stated that all funds for school activities managed by the centre, namely by Muhammadiyah colleges. Every school activity, funds are submitted to the college. Nevertheless, funds are always well available in every activity; b) The school has educators who meet educational qualifications. Most of the teaching staff at the Muhammadiyah 12 Pamulang Elementary School already have an S1 diploma, some educators have also completed their Masters; c) Schools have adequate infrastructure: The facilities owned by the school are as follows: 30 full AC classrooms, library, computer lab, language lab, science lab, multimedia room equipped with projector and audio system, laptop in the advanced class, playing field, studio room, school health unit, canteen, shuttle students, mosques and halls; d) Strategic school location: SD Muhammadiyah 12 Pamulang located close to the main road, so visitors or the community have no trouble finding the school address. the location of SD Muhammadiyah 12 Pamulang can reach by public transportation.

The obstacles faced by SD Muhammadiyah 12 Pamulang are as follows: a) The available websites have not been utilised maximally by the school community. SD Muhammadiyah 12 Pamulang has a website whose management has not maximised. Activities and activities of students have not been recorded entirely and regularly on the school website; b) The nuances of work in coordinating activities have not shown the level of cohesiveness; c) A small portion of the teaching staff does not match the qualifications of diplomas with the field of study taught; d) The level of discipline of the teaching staff has not shown a timely presence; e) Limited human resources.

From the observation results in the field that there is a vacancy teacher in the classroom for one year because the teacher was previously a civil servant status mutated by the government, the assistant teacher turned into a classroom teacher without a mentor. Also, several deputy principals' duties are still multifunctional; for example, the deputy head of infrastructure affairs concurrently acts as the person in charge of *ISMUBA* (Islamic, Muhammadiyahan, and Arabic), vice-principal of student affairs and concurrently responsible for school public relations.

3.5. Factors of Opportunities and Challenges in Strategic Management in Improving the Quality of Services and Education Graduates

Opportunities obtained by SD Muhammadiyah 12 Pamulang are as follows: a) Availability of funds makes it easy to have the infrastructure for schools; b) Community trust in schools provides opportunities for schools to improve the quality of services and graduates further; c) The creation of strategic locations makes it easy for parents to send their children to school, as well as encouraging schools to be consistent in improving the quality of services and graduates.

The challenges faced by SD Muhammadiyah 12 Pamulang explained as follows: a) The rapid development of information technology becomes a challenge for schools to organise superior strategies in improving services and education graduates; b) Pamulang community culture diversity in terms of aspects economics and education, making schools take the initiative to facilitate the community in creating the vision and mission of the school; c) Growth in the number of primary school institutions is increasing around the Pamulang region, showing or providing challenges to school principals to provide the best service for school customers; d) There is a school accreditation/school evaluation to determine the quality of education in terms of service quality and graduates.

DISCUSSION

Improving the quality of services and graduates needs to be planned because quality will not achieve if there is no planning. By doing the planning will produce a strategy, policy, or program to achieve goals. Strategic planning makes SD Muhammadiyah 12 Pamulang able to choose more significant opportunities that aim to improve the quality of services and education graduates. The strategy planning that carried out intended to test SD Muhammadiyah 12 Pamulang in observing the environment and formulating strategies to face future challenges. The stages of SD Muhammadiyah 12 Pamulang in conducting strategic planning for improving the quality of services and graduates are as follows.

School is an organisation that provides educational services for the community; the school will undoubtedly face the internal environment (teachers, staff, students, and available resources) and the external environment (community, parents, and government).

Planning to improve the quality of services and education graduates needs internal improvements. One area of coaching is to equate goals to all school members and provide motivation about the importance of improving the quality of service and education graduates. The environmental observation carried out is a reasonable effort to identify the strengths and weaknesses of the school.

Based on the discussion on the research results, environmental observations made by SD Muhammadiyah 12 Pamulang are by analysing the internal and external environment, observing the internal environment in the form of studying the programs carried out by the

previous leadership. While observing the school's external environment by studying the school's geographical environment, the information obtained can set different strategies. The internal environment is the school's strengths and weaknesses, while the external environment is the opportunities and challenges faced by the school.

The resources of SD Muhammadiyah 12 Pamulang are to have adequate facilities, which support the learning process and support the development of student's potential according to their interests and talents. Also, this school has good availability of funds in organising school activities and parents' high trust in the school. The school succeeded in giving birth to students who excel both locally, nationally, and internationally. The Pamulang 12 Muhammadiyah Elementary School's weaknesses include having limited human resources, the discipline of the teaching staff that is not yet optimal, the nuances of work that are not optimal, and some teachers are still not by their academic qualifications.

The observation of the internal environment is a realistic determinant of perceptions of all the strengths and weaknesses that the organisation has. An organisation must take advantage of its strengths and must also try to overcome its weaknesses (Daft, 2010).

Exact observation of the external environment is increasingly important because the number of factors that influence it is never constant but constantly changing. The intensity of the impact varies. The external conditions are beyond the organisation's ability to control them. The proper introduction of the external environment is an absolute necessity because, in addition to its very complex nature, it is also because strategies can formulate to enable organisations to take advantage of opportunities precisely because of these factors. One form of the ability to take advantage of these opportunities is the increased ability of organisations to deal with an atmosphere of competition which in reality is sharper (Siagian, 2018).

The external environment analysis includes the identification of social aspects, technology, and trends that can affect the organisation. The external analysis results are opportunities that the organisation exploited and challenges that the organisation must control. The external environment is the point that has an influence on the organisation and will also affect the organisation.

Internal and external analysis conducted by SD Muhammadiyah 12 Pamulang will ultimately determine the school's strategy in improving the quality of services and education graduates. Based on the explanation in the previous description, the strategy chosen by SD Muhammadiyah 12 Pamulang in improving the quality of services and graduates is to develop vice-principal programs, namely the curriculum program, student, and infrastructure facilities.

Field development is an attempt to improve the quality of learning. SD Muhammadiyah undertakes the development 12 Pamulang focuses on things that support learning activities. Curriculum development will have an impact on the learning process. The

curriculum program developed namely: organising advanced classes, setting the teaching agenda of teachers, implementing teaching and learning activities, education reports, and improving the quality of teaching and education staff.

The main target of improving the quality of services and education graduates is students. Student quality will reflect the quality of the school. The school's student programs are the admission of new students, coaching students, and extracurricular programs. Guidance conducted by SD Muhammadiyah 12 Pamulang, namely: *guidance counselling, mental development, and self-development, as well as Islamic guidance.*

Islamic Guidance in Muhammadiyah 12 Pamulang Elementary School in the form of planting Islamic values. Reading and Writing Activities of the Qur'an / Tahfidzul Qur'an. This activity is carried out from class I to class VI and carried out before class begins. The practice of *Dhuha* and prayers Dzuhur at school, memorising daily prayers and conducting lightning boarding activities during *Ramadan.*

Facilities are an essential part of the education process, so that management needs to do as much as possible. In realising the quality of service and education graduates, SD Muhammadiyah 12 Pamulang requires the quality and quantity of educational infrastructure. So that the facility has a full function in the learning process, an infrastructure program is prepared.

The final stage in the strategic management process is outcome control (Robinshon & Coulter, 2010). The planned and implemented strategies have achieved or not and prevent the implementation of these strategies from being achieved, management needs to supervise the established strategies' implementation process. These actions are known as controls; controls are part of a series of implementation actions from strategic management (Udaya, Yunia, & Anggrahini, 2013).

Organisational control is an essential part of the process of implementing corporate strategy. Control is needed to help ensure that the company will achieve the desired results. Such control is called strategic control. Strategic control involves guiding actions on behalf of the strategy while taking place (Udaya et al., 2013). In this case, the control carried out by SD Muhammadiyah 12 Pamulang is inseparable from the planning that has been done. This control focused on programs that have been implemented to improve the quality of services and education graduates. The control carried out, namely: conducting direct supervision of the program implemented, conducting routine evaluations in the learning process, preparing activity reports, conducting evaluation meetings, and evaluating results.

4. CONCLUSION

The opportunity factors for improving the quality of services and education graduates are as follows: a) The availability of funds provides an opportunity for schools to have adequate infrastructure to improve the quality of services and education graduates; b)

Community trust in schools as an option in determining primary education for their children provides opportunities for schools to improve the quality of services and graduates further; c) The strategic location of SD Muhammadiyah 12 Pamulang in the middle of South Tangerang City makes it easy for parents, so this provides an opportunity for schools to be consistent in improving the quality of services and education graduates; d) The development of information through the website makes opportunities for schools to promote schools as an alternative for parents in choosing schools for their children.

Based on the results of the research and discussion, it can conclude as follows: First, the strategic management in improving service quality and education graduates includes: (1) the planning stage, the principal conducts three processes, namely: internal environmental analysis, external environmental analysis, and strategy formulation. (2) the stage of implementing the strategy, the curriculum field strategy is the implementation of a superior class, setting the teaching agenda of the teacher, organising the implementation of teaching and learning activities, and an education reporting program; Strategy in the field of infrastructure starts from data collection to maintenance of infrastructure; Student strategy is the existence of a new student admission committee to foster and develop students through extracurricular activities; (3) evaluation stage, carried out through the school activity supervision program, accountability reports for each activity and evaluation of the learning process regularly. Second, Supporting Factors for strategic management in improving the quality of service and education graduates include: the availability of good funds in implementing activities, having qualified teaching staff, having adequate infrastructure, and a strategic school location. The inhibiting factors include: not optimal in managing school websites, nuances of work that are not optimal, a small portion of the teaching staff are still not by their qualifications, teacher attendance has not shown timely attendance at school, and limited human resources. Third, strategic management opportunities in improving the quality of services and education graduates include high public trust, availability of funds makes it easy to have the infrastructure for schools, the creation of strategic locations that provide convenience for parents. The challenges include the rapid development of information technology, the cultural diversity of the Pamulang community from an economic and educational aspect, the increasing number of primary school institutions in the Pamulang region, and the existence of school accreditation to determine the quality of primary school education in terms of service quality and graduate quality.

5.   ACKNOWLEDGMENT

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