

Innovation Management Of The Leading Program In Improving The Quality Of Graduates (Sequential Exploratory Design Mix Method Study At MAN 2 Kudus)

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Abstract.

This research is motivated by the phenomenon of success of MAN 2 Kudus students who have many academic and research achievements achieved institutionally, nationally and internationally. This success is also proven by recognition based on the publication of two Decrees of the Directorate General of Islamic Education, namely Decree of the Directorate General of Islamic Education Number 6757 of 2020 concerning the designation of MAN 2 as a research madrasah and Decree of the Directorate General of Islamic Education Number 1834 of 2021 which states that MAN 2 Kudus is a superior madrasah in the academic field. With some of this evidence, it shows that MAN 2 Kudus has good superior program innovation management so that it has an influence on improving the quality of its graduates. This research aims to find out the quality of graduates from the superior academic and research program at MAN 2 Kudus, how the initiation, implementation, support and evaluation of superior academic and research programs improve the quality of graduates and to find out whether the innovation management of superior programs has an effect on the quality of graduates at MAN 2 Kudus This type of research uses mixed methods. The population in this study were 736 students in superior program classes and teachers who taught superior program classes. The research sample was 101. The data collection techniques were questionnaires, interviews, observation and documentation. The data analysis technique used is 1) quantitative analysis using Smart PLS, 2) qualitative analysis using interactive model analysis. The results of this research conclude 1) The quality of graduates from the superior academic and research program at MAN 2 Kudus reached a score of 81.49% of what was expected. This can be stated qualitatively as good. 2) Innovation management of superior academic and research programs in improving the quality of graduates at MAN 2 Kudus is carried out by: a. Initiation of superior academic program innovation includes program formulation, human resource adjustments and setting superior standards. b. Implementation of superior academic program innovations includes: dividing programs, adding supporting materials and adjusting human resources c. The supporting capacity for innovation in superior academic and research programs includes the availability of infrastructure, the availability of educators and research supervisors and stakeholder awareness. d. Evaluation of superior academic and research program innovation is carried out by: evaluating the initiation, implementation and supporting capacity of academic and research programs. Meanwhile, quantitatively, superior program innovation management has a significant influence on the quality of graduates

Keywords: Innovation Management, Flagship Programs and Quality of Graduates.

I. INTRODUCTION

Improving the quality of education cannot be separated from improving the quality of students which has an impact on the quality of graduates. Efforts to improve the quality of education will not achieve the desired goals if we do not start improving the quality of students and graduates. Quality changes over time. Therefore, building a quality educational institution begins with increasing its resources, especially the quality of teachers, who play an important role in producing quality students or graduates. To realize this quality, of course, requires strategic plans.¹ Strategic plans can take the form of innovation management in developing an educational institution in general and the quality of graduates in particular so that they are not only superior in terms of quantity but also quality. The quality of education or madrasah quality is focused on the quality of graduates. The academic quality of graduates is the quality of achieving results related to academic abilities in learning and non-academic assessments related to attitudes and skills. In providing education, students' skills can be developed through superior programs. According to Hani'atul Khoiroh,² The superior programs that several Islamic educational institutions currently have are the institution's progress towards better education. The orientation of these programs is to have basic qualities, namely psychic power, heart or thinking and mastery of knowledge. This superior program is based on Rohani's

research,³ aims to provide access to students in the context of self-development. while the superior program development process has strategies and stages that are adapted to each superior program.

For implementation, superior programs are extracurricular, intracurricular and cocurricular. However, there are several programs that are implemented in an integrative manner. One program that can be integrated with extracurricular, intracurricular or co-curricular programs is research or research excellence programs.⁴ This integration has been implemented at MAN 2 Kudus as per the results of Fadlan's research, 2014, that the BCS class learning model at MAN 2 Kudus is more varied, such as inquiry learning, problem based learning, project based learning, and group investigation, which represents research-based learning.⁵ This is where it is proven that there is a process of integrating research programs with subjects. This madrasa offers many innovations in developing students' talents and interests through superior programs which have produced many achievements at national and international levels. This is proven by the publication of two Decrees from the Directorate General of Islamic Education, namely Decree of the Directorate General of Islamic Education Number 6757 of 2020 concerning the designation of MAN 2 as a research madrasa and Decree of the Directorate General of Islamic Education Number 1834 of 2021 which states that MAN 2 Kudus is a superior madrasa academic field.⁶ Having two statuses of excellence at once, MAN 2 Kudus is committed to continuing to innovate in developing its superior programs towards an even more superior institution. The superior programs developed include academic excellence programs and research excellence programs.

Excellent academic programs in science include; 1) Bilingual class system (BCS) science boarding school, 2) Bilingual class system (BCS) science non boarding school, 3), Bilingual class system (BCS) science boarding school partners, 4) Bilingual class system (BCS) religion boarding school partners.⁷ Meanwhile, the superior research program is a learning program that makes students try to search, explore, deepen something so that they can produce work that is innovative and beneficial to society.⁸ This program is implemented in an integrative manner in subjects and is also an extracurricular program. Thoyib said that the large variety of superior programs at MAN 2 Kudus is proof of the institution's success in managing the innovation of its superior programs. Apart from the many superior programs we have, the success of this superior program innovation is proven by the many achievements achieved both institutionally and by students nationally and internationally. Institutionally, MAN 2 Kudus won the National Young Inventors Award in 2014, won the Young Researchers Olympiad in 2015, won an award from the Taiwan government in the International Exhibition for Young Inventors in 2014, and also won an award from the Hong Kong government in 2014, even becoming winner of The Young Researcher in the 2018 LKIR LIPI competition.⁹ Other competitions that have been won by MAN 2 Kudus students include; 1) International Science Invention Fair Competition, 2).

Iran Special Award Competition, 3) Indonesian Student Research Competition (KoPsi) organized by the Ministry of Education and Culture which consists of the MST (Mathematics, Science and Technology) field; FTR (Applied Physics and Engineering) and ISH (Social Humanities Sciences), 4) MYRES (Madrasah Young Research Supercamp) competition organized by the Ministry of Religion, covering the fields of IKI (Islamic Religious Sciences); ISH (Social Humanities Sciences) and MST (Mathematics, Science and Technology), 5) LKIR (Youth Scientific Writing Competition) competition organized by LIPI, 6) Digital madrasah academy competition organized by the Ministry of Religion, 6) Robotic design competition organized by the Ministry of Religion, 7) Competition at the Indonesian Science Project Olympiad.¹⁰ Apart from the satisfactory results from the many competitions above, researchers also conducted pre-research

observations to determine the implementation of superior programs, one of which was the superior research program. During the observation, the researcher participated in pre-research activities carried out by MAN 2 Kudus female students when there was guidance and training from the National Research and Innovation Agency (BRIN).¹¹ This is a superior program owned by MAN 2 Kudus which makes administrators of Islamic educational institutions, especially the Ministry of Religion, proud, because MAN 2 Kudus has been committed and consistent in cultivating research from an early age.

Seeing this, of course there is a lot that needs to be studied about MAN 2, especially in terms of innovation. The descriptive narrative above reinforces how interesting and important this research-based research on innovation management for leading academic programs in the academic field is. This research was carried out with several very important basic considerations. First, there is still a lack of madrasas in Indonesia with good quality education, especially with a research culture as the basis for their superior innovation. There are several madrasas that excel in the field of research apart from MAN 2 Kudus, including MAN 2 Malang, MAN Insan Ilmu Serpong, but what differentiates MAN 2 Kudus and other Aliyah madrasas is that apart from MAN 2 Kudus, it has the status of an academic and research madrasah.¹² And as stated by Fadlan, MAN 2 Kudus is one of tens of thousands of Madrasah Aliyah in Indonesia which already has a research-based madrasa development design by including research subjects in the curriculum structure.¹³ Second, the fact that educational institutions excel in many developing and developed countries is supported by the high research culture that is instilled in their students since high school. According to Thoyib, MAN 2 Kudus is one of the secondary schools that teaches research subjects and is included in the curriculum structure.¹⁴ Third, the current reality increasingly strengthens that the enthusiasm of the educated community has a tendency to send their children to superior educational institutions and achieve academic and non-academic achievements such as MAN 2 Kudus, even though the costs are not small.¹⁵

II. METHODS

This research aims to get an in-depth picture, reveal phenomena or symptoms in depth, find out in a comprehensive and complete way the innovation management of superior programs in improving the quality of graduates and analyze the influence of innovation management of superior programs on the quality of graduates at MAN 2 Kudus. To obtain a complete, in-depth and comprehensive understanding of the focus of this research, the researcher used a mixed method. Mixed Method is a method that combines qualitative and quantitative approaches in terms of methodology (such as in the data collection stage), and mixed model studies combine the two approaches in all stages of the research process.¹⁶ Mixed method research provides better research results because it has rich data, because it can combine or combine qualitative and quantitative data. However there is still a distinction between qualitative and quantitative data, but now the two are not separated but instead combined to strengthen each other, clarify and deepen research results. Based on the division of Mixed Methods research types, the author chose to use an exploratory type design which is included in the sequential model.

This type of design is a mixed methods research design which is carried out by carrying out qualitative research first and then continuing with quantitative research.¹⁷ The qualitative method in this research is intended to describe the reality of superior program innovation management in improving the quality of graduates. This was explored through observation, interviews and documentation, so that an in-depth understanding and interpretation of the meaning of these facts or other informants who supported this research was obtained. The quantitative method in this research will produce quantitative data, this method is

used to determine superior program innovation and the quality of graduates which is explored using questionnaires, then analyzed quantitatively.

III. RESEARCH FINDINGS

A. Qualitative Research Findings

1. Quality of MAN 2 Kudus graduates in the academic and research fields.

a) The quality of graduates in the academic field is proven by students who are competent in the academic field based on government SKL and Mandiri Madrasah Standards, able to win National and International Academic Competitions, able to obtain Student Exchange Scholarships Abroad, able to obtain UTBK scores that are ranked 2nd in the ranking. -Central Java and graduates accepted by favorite universities above 95%

b) The quality of graduates in the field of research is proven by the competency of students in the field of research independently and in groups, being able to win in national and international research competitions

2. Innovation Management of the MAN 2 Kudus Academic Excellence Program

a) Innovation Management of the Academic Excellence Program in improving the quality of graduates

The initiation of superior academic programs to improve the quality of graduates is carried out by formulating superior science Bilingual Class System programs, adapting superior programs to human resource potential and establishing superior standards for madrasah versions. Implementation of the superior academic program in improving the quality of graduates is carried out by dividing BCS into 4 specialization classes: BCS Science Boarding, BCS Science Non Boarding, BCS Science Tahfidz, BCS Science Religious Pond Partners, Providing additional superior supporting materials and teacher competency in accordance with the program interest. Carrying capacity of superior academic programs in improving the quality of graduates including the availability of learning infrastructure in BCS science classes, the availability of human resources according to the required qualifications and the concern of internal and external stakeholders. Evaluation of superior academic programs in improving the quality of graduates is carried out by evaluating program initiation and the structure of the BCS science curriculum, evaluating the implementation of BCS science and evaluating learning infrastructure in the program.

b) Innovation Management, Research Excellence Program in improving the quality of graduates.

The initiation of research excellence programs in improving the quality of graduates is carried out by preparing research curricula, adapting research programs to human resource potential and coaching towards research excellence. Implementation of superior research programs in improving the quality of graduates is carried out by learning research as a structured subject in the curriculum, research guidance by special research supervisors and determining research learning schemes based on scientific research and innovative products Carrying capacity of superior research programs in improving the quality of graduates including the availability of research infrastructure, the availability of research supervisors according to the competence and concerns of internal stakeholders and collaboration with research partnerships. Evaluation of superior research programs in improving the quality of graduates is carried out by evaluating curriculum initiation and research ideas, evaluating research learning as a subject and integrated, evaluating research implementers and evaluating research infrastructure

B. Quantitative Data Hypothesis Testing

Based on the T statistic hypothesis test and P values in the table, $P \text{ Value} < 0.05$. then this shows that: 1. There is a positive and insignificant effect of initiation on evaluation. This is shown by a T statistic value of 1.194 and a P value of 0.052. 2. There is a positive and significant influence from implementation on evaluation. This is shown by a T statistic value of 4,396 and a P value of 0.000. 3. There is a positive and significant influence of carrying capacity on evaluation. This is shown by the T statistic value of 9,440 and the P value of 0.000. 4. There is a positive and significant influence from initiation on the quality of graduates. This is shown by the T statistic value of 5.104 and the P value of 0.000. 5. There is a positive and

significant influence from implementation on the quality of graduates. This is shown by the T statistic value of 0.308 and the P value of 0.005. 6. There is a positive and significant influence of carrying capacity on the quality of graduates. This is shown by a T statistic value of 2,519 and a P value of 0.012. 7. There is a positive and significant influence from evaluation on the quality of graduates. This is shown by the T statistic value of 7,769 and the P value of 0.000.

IV. RESULT AND DISCUSSION

Quality of Graduates of the Academic Excellence Program and Research Excellence Program at Madrasah Aliyah Negeri 2 Kudus

The academic and research quality of graduates can be determined based on attitudinal competence, knowledge competence in academic and research fields, skills competence in academic and research fields and continuing to higher education.

Table 5.1. Quality of MAN 2 Kudus Graduates

Quality of Academic and Research Graduates	Indicator	Average	Percentage	Information
	Knowledge competency	4.025	80.51	Good
	Attitude Competency	4.323	86.46	Very good
	Skills Competency	3.975	79.50	Good
Average		4.107	81.49	Good

Based on the table above, if you look at the average or mean value, it reaches a value of 81.49% of what was expected. This can be stated qualitatively as good. Madrasahs carry out superior and progressive program innovations so that madrasahs have quality that they can be proud of as the quality of their graduates improves. The results of this research support Murniningsih's research,¹⁸ Students' knowledge will be able to increase because students are given the opportunity to discover their own concepts and information with teacher guidance. Pendrice,¹⁹ states that the increase in students' knowledge competency is due to an increase in students' understanding in carrying out various activities during the learning process such as observation and data collection.

The results of this research also support the research results of Abelia Ika P., et al.,²⁰ which states that students' attitudes towards learning have a large role in determining their achievement. Therefore, to have good learning abilities and good achievement, students are required to show a positive attitude during the learning process. Hendra Gunawan, et al.,²¹ also stated that a positive attitude is characterized by enthusiasm for learning, having an interest in the subject and being able to communicate well in learning, also supporting the research of Nizwardi Jalinus and Rahmad Azis Nabawi,²² that practical learning can improve students' abilities in problem solving and can increase students' skill competencies including knowledge, skills, work attitudes and products

Initiation of Academic and Research Excellence Program Innovation to Improve the Quality of Graduates

The stages of the initiation process in the innovation of superior academic and research programs that have been carried out can be said to be very good considering that the initiation is integrative and structured. Education managers emphasize the importance of innovating through superior academic programs that suit the needs of contemporary society, leading to decision making regarding institutional policies as a platform. academic and research madrasahs. Other evidence is shown that this initiation descriptively reached an average of 4.2625 with a percentage of 85.25% and this is in the very good category. The innovation implemented in this madrasah is not just an initiation or idea, but also the madrasah's courage in taking risks and responsibility to make it happen. This confirms what Drucker said²³ that initiation is about taking risks

and taking responsibility to create something new. The existence of superior programs in madrasas has presented a new phenomenon and a glimmer of hope that madrasas are no longer like before, which were seen as second-class schools. However, in line with the sensitivity and awareness of madrasah residents with the urgent demands for the quality of madrasah graduates, various breakthroughs and various efforts have been made, namely breakthroughs that have now been and will be continuously developed, including superior academic and research programs such as the initiation of this madrasah which is packaged through High input, with a superior learning process will produce very superior output. Innovations in the stages above have strengthened the views of Everett M. Rogers²⁴ which says that innovation is a new idea that is applied to initiate or improve a product. In other words, with the emergence of standards of excellence and new ideas as superior categories, innovation emphasis will emerge in the context of improvement.

Implementasi Inovasi Program Unggulan Akademik dan Riset dalam Meningkatkan Mutu Lulusan

The excellence of students is not only seen from high test scores but can also be seen from their active involvement in social life. This evidence is supported by the quantitative data description of the implementation of superior programs reaching an average of 41.65 and a percentage of 83.33% with the highest score indicator of 4.71 regarding superior program innovations that have been implemented in madrasas from year to year which have succeeded in improving the quality of students. The forms of strengthening and mentoring carried out by these teachers show that teacher competence has an important role in achieving students' goals. As stated by Slameto²⁵ that the role of teachers in the learning and teaching process, teachers have the duty to encourage, guide and provide learning facilities for students to achieve goals. As for the research context, students are not only research objects who are provided with assistance in research, but also as research subjects who have a role in conducting research independently and autonomously.

Or in Michael Fullan's language,²⁶ as a process of collaborative mind thinking, which requires unity in exploring creative ideas from the academic community. In this case, control is needed by the coordinator who is assisted by the secretary and research division of each department. This is also in line with Michael Fullan's thoughts²⁷ which emphasizes that the existence of the innovation control function must be played by a unit or someone who not only understands but is also able to implement the innovation program. Robin Lowe and Suwe Marriot emphasized that in implementing innovation, the implementer of the innovation should have been 'detected' and 'planned' carefully in the decision-making scheme, so that at the implementation level it is purely oriented towards ensuring that the implementation process can run well.²⁸ Stakeholder involvement plays a very important role in the process of assisting student research. In Michael Fullan's language, it is considered collaborative mind thinking, which demands unity in exploring creative ideas throughout the academic community.²⁹ Meanwhile, according to Jati Sengupta,³⁰ interprets it as a 'primary prerequisite' in an effort to get creative ideas for more contemporary innovation.

Carrying Capacity of Innovation of Leading Academic and Research Programs in Improving the Quality of Graduates

The supporting capacity of superior academic and research programs is demonstrated by; First, the availability of adequate infrastructure. Adequate infrastructure and facilities to achieve superior program objectives. This is in accordance with Mujtahid's opinion³¹ which states that the facilities and infrastructure used to support the process of developing superior programs in madrasas include complete school facilities, adequate learning resources and adequate learning support facilities. Another supporting force is that the

teacher's active involvement shows that the teacher really plays a role in the teaching and learning process. As stated by Yestiani, et al,³² the teacher's role in the learning process is centered on educating children by providing direction and motivation to achieve goals, both short-term and long-term goals; Providing adequate facilities, media and learning experiences; and help develop aspects of students' personalities, such as attitudes, values, and adjustment.

Evaluation of Academic and Research Excellence Program Innovations in Improving the Quality of Graduates

Several indicators that have been established in Man 2 Kudus show that the evaluation is carried out not only from one side but from various sides. Along with Chittenden's opinion as quoted by Zainal,³³ that the objectives of the evaluation are Keeping track, Checking-up, Finding-out and Summing-up.

The Influence of Academic and Research Excellence Program Innovation on the Quality of Graduates

Based on previous findings, it shows that there is a significant influence of innovation management of superior academic and research programs on the quality of graduates. It can be said that with clear initiation, good implementation, adequate supporting capacity in implementing innovation, innovation will result that is more in line with user needs and expectations. Innovations that suit user needs and expectations will be more easily accepted by users, making them easier to evaluate.

V. CONCLUSION

a. The quality of graduates from MAN 2 Kudus's superior academic and research program can be categorized as good. Madrasahs carry out superior and progressive program innovations so that madrasahs have quality that they can be proud of as the quality of their graduates improves. The quality of madrasah graduates can be seen from their good condition, fulfilling the requirements and fulfilling several components, namely knowledge competency, attitude competency and skills competency.

b. Innovation management of superior academic and research programs in improving the quality of graduates at MAN 2 Kudus is carried out by:

a. The initiation of superior academic program innovation was carried out by: formulating a bilingual science class system program, adapting the science program to the potential of human resources and establishing superior standards for the madrasah version. The initiation of the research program is carried out by: compiling a research-based curriculum, adapting the research program to human resource potential and developing forms of guidance towards research excellence.

b. Implementation of superior academic program innovation is carried out by: dividing the BCS science program into 4 specializations, Providing additional materials and activities that support the advantages of each program and Adapting Educator Competencies to each BCS Science Program. Meanwhile, implementation of the research program is carried out by: making research learning a separate subjects structured in the curriculum, providing research guidance by special research supervisors and developing research learning schemes based on the field of science and innovative products.

c. The supporting capacity for superior academic and research program innovation includes the availability of learning and research infrastructure, the availability of educators and research supervisors according to their competencies and qualifications, concern for internal and external stakeholders and collaboration with research partnerships.

d. Evaluation of superior academic and research program innovation is carried out by: evaluation in initiation, evaluation in implementation and evaluation of the supporting capacity of academic and research programs.

e. There is a positive and insignificant effect of initiation on evaluation. This is shown by a T statistic value of 1.194 and a P value of 0.052.

f. There is a positive and significant influence from implementation on evaluation. This is shown by a T statistic value of 4,396 and a P value of 0.000.

g. There is a positive and significant influence of carrying capacity on evaluation. This is shown by a T statistic value of 9,440 and a P value of 0.000.

h. There is a positive and significant influence from initiation on the quality of graduates. This is shown by the T statistic value of 5.104 and the P value of 0.000.

i. There is a positive and significant influence from implementation on the quality of graduates. This is shown by the T statistic value of 0.308 and the P value of 0.005.

j. There is a positive and significant influence of carrying capacity on the quality of graduates. This is shown by the T statistic value of 2,519 and the P value of 0.012.

k. There is a positive and significant influence from evaluation on the quality of graduates. This is shown by the T statistic value of 7,769 and the P value of 0.000

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