

**IMPLEMENTASI MANAJEMEN BERBASIS MADRASAH (MBM)
KINERJA MADRASAH TSANAWIYAH**

(Studi Kasus di MTsN 4 Pangandaran dengan MTsS Amal Sholeh Sukamaju
Kabupaten Pangandaran)

**IMPLEMENTATION OF MADRASAH BASED MANAGEMENT
(MBM) IN IMPROVING MADRASAH TSANAWIYAH
PERFORMANCE**

(Case Study at MTsN 4 Pangandaran and MTsS Amal Sholeh Sukamaju
Kabupaten Pangandaran)

Oleh :

RENI HERYANI

NIM. 41038104224005

DISERTASI

Diajukan Untuk Memenuhi Salah Satu Syarat Ujian
Guna Memperoleh Gelar Doktor Ilmu Pendidikan



**PROGRAM DOKTOR
SEKOLAH PASCASARJANA
UNIVERSITAS ISLAM NUSANTARA
BANDUNG**

2025

ABSTRAK

Penelitian Penelitian ini dilatarbelakangi perlu belum optimalnya implementasi Manajemen Berbasis Madrasah (MBM) identik dengan kebijakan berlaku, sehingga belum memberikan hasil diharapkan kinerja madrasah. Penelitian ini bertujuan menganalisis perencanaan, pengorganisasian, pelaksanaan, pengawasan, kendala, serta solusi pada penerapan MBM guna meningkatkan kinerja Madrasah Tsanawiyah, dengan studi kasus di MTsN 4 Pangandaran dengan MTsS Amal Sholeh Sukamaju Kabupaten Pangandaran. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus. Fokus kajiannya implementasi MBM, mencakup aspek perencanaan, pengorganisasian, pelaksanaan, pengawasan, kendala, dengan solusi. Data dikumpulkan melalui wawancara, observasi, serta studi dokumentasi. Dalam menganalisis permasalahan, penelitian ini mengacu pada teori manajemen dari George R. Terry dengan teori kinerja dari Gibson. Selain itu, penelitian ini berlandaskan pada Undang-Undang Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional serta Peraturan Pemerintah Republik Indonesia Nomor 19 Tahun 2005 mengenai Standar Nasional Pendidikan. Hasil penelitian menunjukkan bahwa: 1) Perencanaan MBM kinerja madrasah telah diterapkan dengan cukup baik, berpedoman pada teori, regulasi, dengan sistem nilai, meskipun masih menghadapi kendala pada aspek manajerial kepala madrasah, sarana prasarana, serta pembiayaan. 2) Pengorganisasian MBM telah dilakukan perlu masing-masing personel dengan cukup baik, tetapi masih terkendala perlu keterbatasan sumber daya manusia dengan belum optimal pada pemberdayaannya. 3) Pelaksanaan MBM sudah mengacu pada Sistem Pendidikan Nasional, Standar Nasional Pendidikan, teori, serta sistem nilai, namun efektivitasnya kinerja madrasah masih perlu ditingkatkan. 4) Pengawasan MBM telah dilakukan melalui Evaluasi Diri Madrasah, tetapi hasil evaluasi belum dimanfaatkan secara maksimal perbaikan kebijakan dengan peningkatan mutu. 5) Kendala utama pada implementasi MBM mencakup keterbatasan sumber daya manusia, pembiayaan, serta sarana prasarana. 6) Solusi telah dirancang meningkatkan kinerja madrasah melalui MBM telah diterapkan dengan baik, meskipun masih diperlukan penguatan kompetensi tenaga pendidik menca hasil optimal. Kesimpulannya, implementasi MBM di MTsN 4 Pangandaran dengan MTsS Amal Sholeh Sukamaju telah dilaksanakan berdasarkan prinsip kemandirian, keadilan, keterbukaan, kemitraan, partisipatif, efisiensi, dengan akuntabilitas. Namun, aspek pengorganisasian dengan pelaksanaan masih perlu dioptimalkan agar lebih efektif kinerja madrasah.Tsanawiyah.

Kata kunci : Manajemen Berbasis Madrasah, Kinerja Madrasah Tsanawiyah

ABSTRACT

This research is motivated by the problem of the implementation of Madrasah-based Management which has not been implemented optimally in accordance with the policy, so that it has not met expectations in improving Madrasah Performance. The purpose of this study is to find out the planning, organization, implementation, supervision, obstacles and solutions for the implementation of Madrasah-Based Management (MBM) in improving the performance of Madrasah Tsanawiyah (Case study at MTsN 4 Pangandaran and MTsS Amal Sholeh Sukamaju, Pangandaran Regency). This research is included in qualitative research. The focus of the research is to describe the implementation of Madrasah-Based Management including: planning, organizing, implementing, supervising, constraints and solutions. This research uses a qualitative approach with a case study method, data collection techniques used by interviews, observation and document studies. To discuss the problem, this study uses the management theory of George R. Terry, and the performance theory of Gibson. The policy basis in this study is Law Number 20 of 2003 concerning the National Education System and Government Regulation of the Republic of Indonesia Number 19 of 2005 concerning National Education Standards. The results of the research are: 1) Madrasah-Based Management Planning (MBM) is well implemented but still faces obstacles, including the elaboration of implementation, managerial of madrasah heads, infrastructure, and financing; 2) The organization of MBM in MTsN 4 Pangandaran and MTsS Amal Sholeh Sukamaju is well implemented, but is constrained by human resource limitations and has not been effective in empowering human resources as a whole.; 3) The implementation of Madrasah-Based Management (MBM) in MTsN 4 Pangandaran and MTsS Amal Sholeh Sukamaju Pangandaran Regency has been in accordance with the guidelines, but has not been effective in improving the performance of Madrasah Tsanawiyah; 4) Madrasah-Based Management Supervision (MBM) has participated in the Madrasah Self-Evaluation, but has not been properly utilized to make improvements by Madrasah Tsanawiyah. Madrasah is still focused on learning without strong policy and quality innovation; 5) The obstacles faced in the implementation of Madrasah-Based Management (MBM) to improve the performance of Madrasah Tsanawiyah are human resources, financing, and infrastructure; 6) Solutions to improve the performance of Madrasah Tsanawiyah through the Implementation of Madrasah-Based Management (MBM) have been well designed and implemented. Nonetheless, it is necessary to increase the resources of educators to achieve the desired goals. The conclusion of this study is that the Implementation of Madrasah-Based Management is carried out by MTsN 4 Pangandaran and MTsS Amal Sholeh Sukamaju with the principles of independence, fairness, openness, partnership, participation, efficiency, and accountability, but the organizing and implementation functions have not been optimal in improving the performance of the Tsanawiyah madrasah.

Keywords: Madrasah-Based Management, Madrasah Tsanawiyah Performance