



PRINCIPAL'S STRATEGY IN IMPROVING CUSTOMER SATISFACTION AT STATE VOCATIONAL HIGH SCHOOLS IN JAMBI PROVINCE

¹Soni Yuda Ariyanto

²Martinis Yamin

³Risnita

¹Doctoral Candidate for Agma Islam Institute Yasni Bungo

²Professors, Sultan Thaha Saifuddin State Islamic University Jambi - Indonesia

³Professor, Sultan Thaha Saifuddin State Islamic University Jambi – Indonesia

Article history:	Abstract:
<p>Received 28th May 2021 Accepted: 10th June 2021 Published: 20th July 2021</p>	<p>This study aims to examine the strategy of principals at SMK N in Jambi Province. This research approach uses a descriptive qualitative research method with the technique of determining the object of research carried out by purposive. Data collection techniques used are observation, interviews and documentation. While the data analysis technique uses a flowing data analysis model, which includes: data reduction, data presentation, and drawing conclusions/verification.</p> <p>The results of this study indicate that: the role of the principal in implementing strategies to increase customer satisfaction is quite good, meaning that the principal is responsible for carrying out his duties and functions in increasing customer satisfaction. The principal's role in increasing customer satisfaction is first: special programs and academic services that are quite good and increase discipline in serving customers or students. Second: facilities and infrastructure are supporting factors in increasing customer satisfaction. Third: developing the quality of Soft Skill-based graduates in accordance with the expectations of customers and the world of work. Then customer satisfaction also has an impact on the reputation or equity of an educational institution.</p> <p>The conclusion is that the commitment to implementing total quality management can increase customer satisfaction. Because educational institutions must be able to provide life provisions to their students which are used and applied in life. Fulfilling customer satisfaction requires cooperation and responsibility in carrying out their respective duties, customer focus, service quality commitment, implementation and control</p>

Keywords: Principal Strategy, Customer Satisfaction

PRELIMINARY

Managers and administrators in organizations are challenged by the many changes that occur inside and outside the institution. These terms such as transformation, cultural diversity, global competition and regenerating are used freely by experts and employees. Each concept demonstrates how important it is to be asked to perform effectively in a changing world. (John M. Ivancevich, 2006). Managers are key in the strategy-making process. It is the individual manager who should be responsible for formulating strategies to achieve competitive advantage and for implementing those strategies. They must lead the strategy-making process. strategic leadership, which managers can effectively lead the strategy-making process. (Robbins dan Timoty A. Judge, 2013).

Stephen P. Robbins and Timoty A. Judge concluded that there are four functions of managers, namely: planning, organizing, leadership and controlling (Stephen P. Robbins and Timoty A. Judge, 2015). Therefore, organizations exist to achieve goals, there are parties who must define and arrange ways to achieve them, management of those parties. The planning function includes defining goals, developing an overall strategy for achieving those goals, and developing a series of plans to integrate and coordinate activities. Evidence shows this function increases as managers move from lower levels to lower middle level management

The leadership that is meant by the author in this study is a leader as an administrator. According to S. Prajudi Atmosudirajo, there are four things that a leader must do as an administrator in carrying out administration, namely: (1) organizational development (organizational development, organizational development, OD), which must

be done continuously depending on the development of the situation and the main tasks of the organization. , because everything is constantly evolving, and the existing organization is a mental construction, it must be constantly adapted to these changes and developments. (2) top management, or top leaders, this top management is not executive and not operative, rather operative, but purely determinative, meaning that the top manager does not carry out any orders or provisions of superiors and also does not lead an operation. Top management is determinative, and what is set applies to all subordinate managers in running the leadership of the organization together. (3) administration, or more precisely the development of an administrative system; administration of an organization is a paper work information system. Good governance is needed to help administrators regularly, systematically, and continuously to know everything that has been and is happening within the organization for which they are responsible, with the information or knowledge they have, the administrator can control the state of the organization. (4) management, or more precisely the development of management systems. This management system consists of all managers in all organizations who must be related, and interact with each other in such a way that they jointly carry out management functions for the entire organization. (Linda L. Brennan and Faye A. Sisk, 2015)

The term "strategy" is an almost extinct word. Unlike endangered animals which are overhunted and become scarce, the words endangered are overused and become blurred. "Strategy" has become synonymous with "plan." Here's a simple definition: a strategy is a plan that creates or sustains a competitive advantage. Strategy is a plan, but not all plans are strategies. The main difference is the focus on the competition. (Fred R. David and Forest R. David,, 2015)

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As this definition implies, strategic management focuses on integrating management, marketing, finance and accounting, production and operations, research and development, and information systems to achieve organizational success.

The stages of strategic management according to Fred R. David and Forest R. David are strategic management processes consisting of three stages: strategy formulation, strategy implementation, and strategy evaluation. Strategy formulation includes developing a vision and mission, identifying opportunities and threats external to the organization, determining internal strengths and weaknesses, setting long-term goals, generating alternative strategies, and selecting specific strategies to pursue. Strategy formulation issues include deciding what new business to enter, what business to leave, whether to expand operations or diversify, whether to enter international markets, whether to merge or form a joint venture, and how to avoid hostile takeovers. (Fred R. David and Forest R. David,, 2015)

Strategy implementation requires institutions to set annual goals, formulate policies, motivate employees, and allocate resources so that the formulated strategies can be implemented. Strategy implementation includes developing a culture that supports the strategy, creating an effective organizational structure culture, directing marketing efforts, preparing budgets, developing and using information systems, and linking employee compensation to organizational performance. Strategy implementation is often called the "action stage" of strategic management. Implementing strategy means mobilizing employees and managers to put the formulated strategy into action. Often considered the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice. Successful strategy implementation relies on the ability of managers to motivate employees, which is more of an art than a science. Strategies that are formulated but not implemented have no useful purpose

Strategy evaluation is the last stage in strategic management. Managers desperately need to know when certain strategies are not working; Strategy evaluation is the primary means of obtaining this information. all strategies can be modified in the future as external and internal factors are constantly changing. The three fundamental strategy-evaluation activities are (1) reviewing the external and internal factors that form the basis for the current strategy, (2) measuring performance, and (3) taking corrective action. Strategy evaluation is required because today's success is no guarantee of tomorrow's success! Success always creates new and different problems; complacent organizations die.

In Islamic studies, the leader starts from the smallest environment, namely oneself, because a person cannot lead well if he does not succeed in leading himself first.

Meaning: You are the best people who were born for humans, enjoining the right and forbidding the evil, and believing in Allah. If the People of the Book had believed, it would have been better for them, among them there are believers, and most of them are ungodly.

According to Baldrige, it indicates how strategic management has changed in the competitive era. Emphasis on criteria in customer satisfaction and quality, has become important in strategic management.

According to Cambridge International Dictionaries cited by Rambat Lupiyoadi and A. Hamdani, a customer is someone who buys an item or service. (Rambat Lupiyoadi and A. Hamdani, 2006) This means that someone who comes continuously to the same place to fulfill his satisfaction by getting products or services is called a customer. In schools, the intended customers are students and teachers. Meanwhile, Nina Rahmayanti said that everyone is a customer. A customer is every person, unit or party with whom we transact, either directly or indirectly in the supply of products

Customers are all people who demand us (or our company) to meet a certain quality standard, and therefore will have an influence on our (or company's) performance. L.L. company management Bean, Freeport Aine, provides several definitions of customers, namely:

1. The customer is a person who does not depend on us who depends on him.
2. Customers are people who bring us to what they want.
3. No one has ever won an argument with a customer.
4. Customers are very important people who must be satisfied. (Vincent Gaspersz, 2002)

From the above understanding of the customer, then that the customer is someone who has an important role that can have a positive impact on the organization. Therefore, the customer must be privileged by providing what the customer expects can be fulfilled and the customer is satisfied.

Customer satisfaction is the main goal of achievement carried out by every organization, both profit organizations such as companies as well as non-profit organizations such as schools. The existence of satisfaction felt by school customers, shows that the school has provided the services and products that customers expect. With the conformity that customers expect with what the school provides, it will have a good impact on the image of the school and can increase customer loyalty to the school

Satisfaction is a multifaceted concept (many dimensions). (Burhanuddin Yusuf, 2015) This means that everyone has a different level of satisfaction. If two people are in the same condition, one of them is satisfied with his current condition, not necessarily the other person feels the same satisfaction that his friend experienced. According to Philip Kotler, satisfaction is a person's feeling of pleasure or disappointment that comes from the comparison between his impression of the performance (or results) of a product and his expectations. (Philip Kotler, 1997) Satisfaction felt by each individual is the result of the comparison obtained between the desired expectations with the performance results or products enjoyed. According to Freddy Rangkuty, satisfaction is an emotional response felt by customers when they enjoy the experience of using or consuming products/services. (Freddy Rangkuty, 2013)

This study uses a qualitative descriptive approach through the point of view of education science with participatory observation to describe, describe, explore and describe the principal's strategy in increasing customer satisfaction at SMKN Jambi Province. Qualitative research is best suited to address research problems where it is necessary to explore (Creswell, John W)

METHOD

The main characters in qualitative research are: First: tracing the problem and its development in detail centered on one particular phenomenon. Second, the theories and regulations used are the basis for formulating the problem. Third, in formulating research problems and questions as well as achieving research objectives in general, it is determined by the direct experience of researchers participating in social settings in the preliminary study "grand tour" until the research process is carried out. Fourth, data collection starts with a simple choice of words. Fifth, the analysis of the described data and the themes displayed in the analysis are interpreted into meaning and Sixth, the search for research reports both regarding the structure and various forms of data presentation is very flexible and is determined by the reflection of the researcher's subjectivity (Mukhtar, 2013).

The subject of this qualitative research will involve several informants who are expected to provide complete information about the principal's strategy in increasing customer satisfaction at SMKN Jambi province, namely: three school principals, three deputy principals, three administrative heads in Jambi. The research was conducted centered on the angle of the subject being studied. The secondary data that the author wants is the first related to SMK N in Jambi province, the second is geographic data, the third organizational structure, four teacher conditions, five student conditions, six curricula, seven facilities and infrastructure, eight vision and mission, customer satisfaction.

The most common data collection methods used in qualitative research are: (1) observation, (2) interviews, and (3) document or artifact analysis. Artifacts may include audio and video recordings, photos, games, artwork, or other items that provide insight into context or participants (Mukhtar, 2013).

While the data analysis that will be carried out in this research is by following the steps: 1) processing and preparing data for data. Analysis, this step involves transcription of interviews, scanning of materials, typing of field data or sorting and organizing the data into different types depending on the source of information; 2) read the entire data. The first step is that the information obtained is reflected in its overall meaning; 3) analyze in more detail by coding the data; 4) apply a coding process to describe the settings, people, categories and themes to be analyzed; 5) describe these themes to be re-presented in the form of a qualitative narrative/report. The most popular approach is to apply a narrative approach in presenting the results of the analysis; and 6) data interpretation, namely interpreting the data that has been collected at the research site. Interpretation/meaning can take the form of new questions that need to be answered (Creswell, 2017).

This research was conducted at a State Vocational High School (SMKN) located in the Jambi Province, whose existence is under the auspices of the Jambi Province Education and Culture Office. Currently, there are 93 state-owned Vocational High Schools and 65 private schools, spread over 11 (eleven) regencies/cities within Jambi province. More details can be seen in the following table:

RESULT

Based on the data that the researchers found through observation, interviews and documentation searches at the Jambi Province Vocational High School, the researchers can describe the strategies in increasing customer satisfaction at the Jambi province's SMK Negeri as follows:

1. The need for a principal strategy in increasing customer satisfaction at vocational high schools in Jambi province. The principal's strategy is the spearhead for the existence of educational institutions in the midst of the times that require modernity, the ability of the principal in determining the direction for the development of the educational institution he leads is the main requirement for the success of the educational process, this can be achieved if the principal has strategies to increase customer satisfaction.

The author can conclude that customer satisfaction is the key in carrying out the educational process which will later be able to survive in a competitive atmosphere with other educational institutions, both allied as other high school, high school, or equivalent madrasah aliyah. In addition, it is necessary to pay attention to customer satisfaction in order to be loyal to educational institutions, loyal customers in question are internal and external customers. Loyal customers will always send their children to educational institutions that they believe are able to provide the best education for their children, besides that he will also recommend to others, in this case like his family, neighbors and others.

The author analyzes from the explanation above, that theoretically, with customer satisfaction it can provide several benefits, including the relationship between the company and consumers to be harmonious, providing a good basis for repeat purchases and creating customer loyalty, forming a word of mouth recommendation. (word of mouth) which is profitable for educational institutions. This means that the existence of good service quality will be a driving factor to increase customer satisfaction so that there will be fulfillment of repeated needs for the services offered to create customer loyalty.

2. Factors Affecting Customer Satisfaction at SMKN in Jambi Province. Service quality reflects the condition and location of service delivery. A customer often makes judgments about service quality based on evidence that appears during interactions with schools. schools that are committed to quality and consistently provide quality service will enjoy a competitive advantage so that companies can easily build customer loyalty and build customer relationships successfully. This means that service quality is one aspect that contributes to the success of an organization. Customer satisfaction is defined as the customer's response to the discrepancy between the previous level of importance and the actual performance he felt after use. One of the factors that influence customer satisfaction is the customer's perception of service quality. And customer satisfaction in addition to being influenced by service quality is also determined by product quality, value, price and other factors that are personal as well as temporary situations.

3. Implications of Customer Satisfaction at State Vocational High Schools in Jambi Province. Customer satisfaction and dissatisfaction with a product (service) as the end of a sales process has its own impact on customer behavior towards the product, including how customers behave in repurchasing, how customers express the products they use and the services they get, and other behaviors. which describes customer reactions to products and services that have been felt.

The formation of attitudes and behavior patterns of a customer towards the purchase and use of products (services) is the result of their previous experiences. An important characteristic of such an attitude based on direct experience is that it is usually held with greater trust. Consistent with this, customers have much stronger beliefs about attitudes toward their products when based on product usage than when based on advertising alone.

4. Strategy of the Principal of State Vocational High Schools in Improving Customer Satisfaction at SMKN Jambi Province. Educational institutions generally want to be able to look their best in order to attract market attention, the determination of the vision, mission and goals of educational institutions is directed to create customer satisfaction. Policy is part of the strategy of school leaders in dealing with a problem, with the aim of increasing customer satisfaction and updating the quality of education. Principals should play a very contributive role in creating customer satisfaction. This happens because the principal is the main factor that can realize the achievement of school goals. The principal as a leader who controls the school, must be able to make a maximum contribution by carrying out strategies through programs that are made as a form of service provided to customers. Of course the principal provides services that are in accordance with customer needs. The efforts made by the principal through programs are shown so that customers feel satisfaction because they get what they want

CONCLUSION

1. Customer satisfaction will have an impact on the reputation or equity of an educational institution. For existing customers, this reputation will also have an impact on increasing customer loyalty. Meanwhile, for non-customers, this reputation will increase their preference to use.
2. The factor of implementing an effective system is also very influential on the success of school services and the achievement of improving the quality of education
3. customer satisfaction the implication is: the quality of educational institutions can be improved with one of the strategies to maintain customer satisfaction, especially the quality of school services, for product quality to further increase the benefits of the product, to neutralize negative effects so that the skin is healthier and fresher by means of customers having to do proper care. routine so that the leader can restore the service that is not good

4. Human Resources (HR) is the main element of the organization compared to other elements such as capital, technology, and money, because humans themselves control others. Humans choose technology, humans who seek capital, humans who use and maintain it, besides humans can be a source of lasting competitive advantage.

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