



MANAGEMENT OF FACILITIES AND INFRASTRUCTURE AT SMP IT AL-IKHWAN TANJUNG MORAWA

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ABSTRACT

Students are the most important assets for every country in This study aims to describe and analyze the management of facilities and infrastructure at SMP IT Al-Ikhwan Tanjung Morawa. The focus of the study covers five main aspects, namely planning, procurement, inventory, utilization and maintenance, and disposal of educational facilities and infrastructure. This study is motivated by the importance of the availability and management of adequate facilities to support the effectiveness of the learning process. The research approach used is qualitative with a case study method. Data were collected through in-depth interviews, observations, and documentation, then analyzed descriptively. The results of the study indicate that the management of facilities and infrastructure at SMP IT Al-Ikhwan Tanjung Morawa has been carried out systematically, but there are still obstacles in terms of the suitability between planning and realization, budget limitations, and suboptimal maintenance. Some educational facilities do not meet national education standards, especially in terms of information technology and comfort of learning spaces. These findings indicate the need to strengthen the management of facilities and infrastructure in a sustainable manner by involving all stakeholders, including the principal, teachers, administrative staff, and school committees. This study provides theoretical and practical contributions in the development of educational policies, especially in the aspect of effective and efficient facility management in Islamic-based private school environments.

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1. INTRODUCTION

Educational facilities and infrastructure are essential components in the implementation of education, serving as the main support for achieving optimal learning objectives. The existence of adequate facilities managed professionally will support the creation of a conducive, effective, and efficient learning environment. In the context of modern education, the management of facilities and infrastructure has become an absolute necessity that must be planned, organized, and supervised systematically.

According to Government Regulation Number 19 of 2005 concerning National Education Standards, educational facilities and infrastructure are part of the minimum standards that must be possessed by every

educational unit. These standards include the provision of classrooms, libraries, laboratories, prayer rooms, teacher rooms, and information technology facilities. The availability and proper utilization of facilities and infrastructure can enhance the effectiveness of the learning process and provide comfort for both students and educators.

However, in the field, various problems related to the management of facilities and infrastructure are still found, ranging from discrepancies between planning and procurement realization, budget limitations, to suboptimal maintenance of facilities. This also occurs at SMP IT Al-Ikhwan Tanjung Morawa, which is the focus of this research. Based on the initial observations, although the school has a number of educational facilities, some of them do not yet meet national education standards, especially in terms of information technology and the comfort of the learning environment.

Some findings indicate that several facility items such as chairs and tables, computer laboratories, internet systems, air conditioning or fans, as well as auditorium and office spaces, are still in less than optimal condition. Limitations in the maintenance and procurement of facilities become obstacles in supporting the effectiveness of the learning process. In addition, the discrepancy between the planned needs and the actual implementation on an annual basis further worsens the condition of infrastructure management at the school.

This condition indicates the need for an overall improvement in the quality of facility and infrastructure management, starting from the planning, procurement, inventory, utilization, and maintenance stages, to the disposal stage. Good management will encourage the optimization of facility and infrastructure functions, enhance the effectiveness of the teaching and learning process, and increase public trust in the quality of education provided.

Based on this background, the researcher feels it is important to conduct an in-depth study on the management of facilities and infrastructure at SMP IT Al-Ikhwan Tanjung Morawa, in order to contribute to the development of quality and sustainable-based educational management.

2. RESEARCH METHODS

This research uses a qualitative approach with a descriptive type of research and a phenomenological approach. This approach was chosen to describe and deeply understand the phenomenon of facility and infrastructure management at SMP IT Al-Ikhwan Tanjung Morawa, which is the research location. With a phenomenological approach, the researcher seeks to capture the meaning contained in the experiences and perspectives of educational practitioners through direct interaction, observation, interviews, and documentation.

The location of this research is SMP IT Al-Ikhwan Tanjung Morawa, which is located in Deli Serdang Regency, North Sumatra. The data in this research were obtained from two main sources, namely primary data and secondary data. Primary data were obtained through direct interviews with the school principal, the vice principal in charge of facilities and infrastructure, teachers, students, and parents. Meanwhile, secondary data were obtained from supporting documents such as the school organizational structure, activity reports, and visual documentation related to the existing facilities and infrastructure.

Data collection techniques were carried out using three main methods, namely observation, interviews, and documentation. Observation was conducted to directly see the physical condition of facilities and infrastructure as well as their management implementation in schools. In-depth interviews were used to gather more detailed information from predetermined sources. Documentation was used to collect written and visual data relevant to the research topic.

Data analysis is conducted using interactive analysis techniques that consist of three main stages: data reduction, data presentation, and conclusion drawing. Data reduction is carried out to filter important information, data presentation is done in the form of narratives and visualizations, and conclusions are drawn based on patterns of findings obtained from the field. To maintain data validity, researchers use triangulation techniques, which include source triangulation, technique triangulation, and time triangulation. This aims to ensure the validity and reliability of the obtained data so that the research results can be trusted and scientifically accountable.

3. RESULT AND ANALYSIS

Planning of Facilities and Infrastructure

Planning is the initial stage that is very crucial in the management of facilities and infrastructure. At SMP IT Al-Ikhwan Tanjung Morawa, the planning of facilities and infrastructure is carried out through a school deliberation forum involving the principal, vice principal, teachers, and administrative staff. This planning is then outlined in the School Work and Budget Plan (RKAS). However, the research results show that the planning carried out is not yet fully based on a comprehensive and systematic needs analysis. The identification of needs is still done conventionally, without a quantitative approach or mapping of needs based on historical data.

This results in discrepancies between procurement plans and actual procurement, both in terms of volume, type of goods, and fulfillment time. When planning is not based on an evaluation of the actual condition of the

facilities, procurement priorities can be misaligned, and budget allocation becomes inefficient. For example, there was a case where the need for ICT devices such as projectors and computers had been planned, but the realization could not be carried out due to sudden needs that were not included in the initial RKAS.

This research supports the statement by Ashrafudoulla et al. (2016) which mentions that poor planning quality will reduce the efficiency and effectiveness of educational facility management. In this context, schools need to establish a system for monitoring and evaluating the needs of educational facilities periodically, and integrate the evaluation results into evidence-based planning.

Procurement of Facilities and Infrastructure

The procurement stage is a continuation of the equally important planning phase. At SMP IT Al-Ikhwan, the procurement process is carried out in accordance with the RKAS and is usually funded from primary sources such as the BOS Fund and parental participation through the school committee. The process begins with the preparation of a needs list, followed by submission to the principal, then to the relevant department before realization.

However, budget constraints are the most dominant obstacle in this procurement process. Not all items that have been planned can be realized within one budget year. This causes some necessary facilities to be postponed to the following year. In addition, the lengthy bureaucratic process in procurement approval makes the implementation time suboptimal.

For example, the need for new chairs and tables for the 7th grade has been planned since the beginning of the school year, but its realization could only be carried out in the second semester due to the delay in the disbursement of BOS funds. This certainly affects the comfort of students' learning during the first semester. In the perspective of strategic management, this indicates that the school has not yet implemented the principles of budget flexibility and emergency procurement for essential needs that cannot be postponed.

The literature states that effective procurement management requires collaboration between the school's internal parties and external stakeholders such as the education office and suppliers of goods and services (Kustiawan et al., 2023). Therefore, it is necessary to formulate a priority-based procurement strategy and strengthen partnership networks with third parties to reduce sole dependence on BOS funds.

Inventory of Facilities and Infrastructure

Inventory is a crucial stage in maintaining the sustainability and accountability of educational facilities. At SMP IT Al-Ikhwan, inventory is still conducted manually using an inventory master book. Although this process is carried out periodically, the recording is often not done in detail and thoroughly. As a result, data related to the lifespan of items, their current condition, and usage frequency have not been optimally documented.

The minimal use of information technology is one of the causes of the suboptimal inventory system. The absence of applications or digital-based systems to manage asset data leads to the risk of loss or damage to items not being detected early. Even in some cases, heavily damaged items have not been officially recorded because they have not been submitted for disposal, so they remain listed as active assets.

However, according to Jusoh et al. (2014), a digital-based inventory system can enhance efficiency, accuracy, and transparency in school asset management. The implementation of this system will also assist the school in the audit process and annual reporting to the education department. SMP IT Al-Ikhwan needs to undergo digital transformation in the field of inventory, at least by using structured spreadsheet software, or ideally through a web-based school management information system.

Utilization and Maintenance of Facilities and Infrastructure

The research results show that the level of utilization of facilities and infrastructure at SMP IT Al-Ikhwan is quite good. Classrooms are used optimally according to the learning schedule, the computer lab functions even though it has not yet fully met the ideal capacity, and the library has been utilized by teachers and students. However, the maintenance process for the existing facilities is still done incidentally. There is no structured plan or schedule for regular maintenance.

Maintenance is only performed when items or facilities experience severe damage. This approach is known as reactive maintenance, which is considered inefficient from a management perspective. The impact is high repair costs and disrupted learning time due to sudden facility breakdowns, such as fans and frequently problematic internet connections.

As stated by Washliyah (2018), preventive maintenance is much more economical compared to emergency repairs. Therefore, SMP IT Al-Ikhwan needs to develop a maintenance schedule system that includes routine inspections, parts replacement, and digital damage reporting. This approach is in line with the principles of asset life cycle management recommended in public facility management.

Elimination of Facilities and Infrastructure

Asset disposal is the final stage of the facility and infrastructure management cycle. At SMP IT Al-Ikhwan, this process is carried out by following the procedures from the Education Office, which include verifying the condition of the items, assessing their feasibility, and preparing the disposal report. However, in practice, the disposal is often delayed due to the lengthy administrative process and the staff's lack of knowledge regarding the technical disposal regulations.

As an illustration, there are several damaged chairs and tables that have been submitted for disposal for the past two years but have not yet been followed up on because they are waiting for departmental verification. As a result, these items are still piling up in the warehouse and taking up space that could be used for other purposes. This shows that there is still no efficient mechanism in the process of disposal and management of storage space for unproductive assets.

In the long term, the accumulation of unused assets has the potential to waste space and complicate the asset audit process. Therefore, it is important for schools to form a special asset management team and undergo technical training on the disposal of school property. On the other hand, reusing and recycling items that still have functional value can also be an alternative for managing non-productive assets.

Implications and General Discussion

The findings in this study indicate that the management of facilities and infrastructure at SMP IT Al-Ikhwan is on the right track but still requires improvements in various aspects, particularly in terms of professionalism, digital support systems, and asset maintenance strategies. The approach used by the school tends to be conventional and reactive, and is not yet fully data- and technology-based.

The issues that arise are not only related to technical aspects such as planning and maintenance but also to institutional aspects, namely the lack of training and minimal stakeholder involvement in the decision-making process regarding facilities and infrastructure. This is in line with the research by Chew et al. (2018), which emphasizes that the success of educational facility management highly depends on collaboration, human resource capacity, and adequate information systems.

4. CONCLUSION

The research results indicate that the planning process for facilities and infrastructure at SMP Al-Ikhwan has involved active participation from teachers and school staff, but has not yet been fully based on comprehensive data analysis related to long-term needs projections. The planning process for facilities and infrastructure has involved a special school team, but has not yet been fully integrated with the overall school development plan. Budget constraints are the main challenge in meeting those needs. The condition of facilities and infrastructure at SMP Al-Ikhwan is generally adequate in supporting the learning process, but there are several areas that require more attention, such as additional classrooms, etc. The procurement process for facilities and infrastructure at SMP Al-Ikhwan generally follows the standard procedures set by the government, but there are several stages that are less efficient, especially in the budget approval and vendor selection processes. The procurement of facilities and infrastructure that has been carried out at SMP Al-Ikhwan includes the procurement of books, classroom repairs, and the purchase of several computer units. However, the procurement of several other pieces of equipment has not yet been realized due to budget constraints. The main source of funding for the procurement of facilities and infrastructure at SMP Al-Ikhwan comes from the School Operational Assistance (BOS) fund. The inventory system for facilities and infrastructure at SMP Al-Ikhwan still uses a manual method based on record books, which is considered less efficient in terms of data retrieval and information updates. The inventory data of facilities and infrastructure at SMP Al-Ikhwan is not yet fully complete and accurate. Several unrecorded assets were found, and there were discrepancies between the records and the physical condition of some items. The main obstacle in the implementation of inventory at SMP Al-Ikhwan is the lack of dedicated personnel responsible and a limited understanding of the importance of accurate inventory. The level of utilization of facilities and infrastructure at SMP Al-Ikhwan is quite high; however, the maintenance program for facilities and infrastructure at SMP Al-Ikhwan is still reactive, meaning repairs are only carried out when there is damage, and there is no structured preventive maintenance schedule. Generally, the condition of the facilities and infrastructure at SMP Al-Ikhwan is quite well-maintained, although there are some facilities such as gardens and bathrooms that require more attention in maintenance.

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