



## Principal's Strategy in Implementing the Scholarship Program at Tarbiyatus Shibyan Vocational School in Kemantren Paciran Lamongan

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### Abstract

Scholarship programs have become an important tool in encouraging access to Vocational High School education and socio-economic development for financially disadvantaged communities. The research results show that the scholarship program has a significant positive impact on access to higher education. People who receive scholarships have greater opportunities to access higher education compared to groups who do not receive financial assistance. Apart from that, positive impacts can also be seen in socio-economic development. Graduates of scholarship programs tend to have lower unemployment rates and higher income levels compared to those who do not receive scholarships. School principals play a central role in the successful implementation of scholarship programs in vocational high schools. In directing the implementation of the scholarship program, focus on the strategies used to ensure the smooth running and positive impact of the program

**Keywords:** Strategy, Implementation, Scholarship Program

### Abstrak

Program beasiswa telah menjadi alat penting dalam mendorong akses pendidikan Sekolah Menengah Kejuruan dan pengembangan sosial ekonomi bagi masyarakat yang kurang beruntung secara finansial. Hasil penelitian menunjukkan bahwa program beasiswa memiliki dampak positif yang signifikan terhadap akses pendidikan tinggi. Masyarakat yang menerima beasiswa memiliki peluang yang lebih besar untuk mengakses pendidikan tinggi dibandingkan dengan kelompok yang tidak menerima bantuan finansial tersebut. Selain itu, dampak positif juga terlihat dalam pengembangan sosial ekonomi. Lulusan dari program beasiswa cenderung memiliki tingkat pengangguran yang lebih rendah dan tingkat pendapatan yang lebih tinggi dibandingkan dengan mereka yang tidak menerima beasiswa. Kepala sekolah memegang peran sentral dalam suksesnya implementasi program beasiswa di sekolah menengah kejuruan. Dalam mengarahkan pelaksanaan program beasiswa, dengan fokus pada strategi yang digunakan untuk memastikan kelancaran dan dampak positif dari program tersebut.

**Kata Kunci:** Strategi, Implementasi, Program Beasiswa

## Introduction

Education plays a strategic role in a nation's progress. The quality of education, from the lowest to the highest levels, determines the quality of human resources, which will become the pillars of national development (Tilaar, 2002). Historically, education has been understood as the process of providing assistance and guidance by adults to help children develop into mature individuals with good

character (Dewey, 1997). Meanwhile, the Great Dictionary of the Indonesian Language defines education as the process of changing the attitudes and behavior of an individual or group in an effort to mature humans through teaching and training (Ministry of Education and Culture, 2016).

As a form of state responsibility in educating the nation, the government provides an education budget that covers school operational costs and scholarships. The scholarship policy is provided because the government recognizes that not all levels of society have sufficient economic capacity, so assistance is needed so that students can still enjoy decent education services (Suyanto, 2010). This is emphasized in Government Regulation of the Republic of Indonesia Number 48 of 2008 concerning Education Funding, specifically Article 27 which states that the government and regional governments are obliged to provide educational assistance or scholarships for underprivileged students and can provide scholarships for high-achieving students. Furthermore, Article 29 emphasizes that scholarships can cover part or all of the educational costs, including students' personal costs (Government of the Republic of Indonesia, 2008).

At the beginning of its implementation, scholarship programs were mostly awarded to schools in urban areas. However, developments in education policy have made scholarship access more equitable, extending to rural areas (Fahmi, 2018). Affirmative action policies regarding scholarships are also reinforced in Law of the Republic of Indonesia Number 9 of 2009 concerning Legal Entities in Education, which requires educational institutions to allocate at least 20% of the total student body as scholarship recipients for underprivileged students or students with high academic potential (Government of the Republic of Indonesia, 2009).

Normatively, there are two main categories of scholarship recipients: students from underprivileged families and high-achieving students (Mustaghfiroh, 2017). However, some schools have developed broader scholarship policies as a strategy to increase access, quality, and student numbers. This is also the case at SMK Tarbiyatus Shibyan Kemantren Paciran Lamongan, which implemented a scholarship policy in the form of full tuition waiver for all students. This policy is not only aimed at underprivileged and high-achieving students, but is also given to all students with a minimum attendance requirement of 80% for both teaching and non-teaching activities. This policy reflects a form of school management innovation to expand educational access while improving student discipline and quality (Mulyasa, 2018; Suharsimi Arikunto, 2013).

Facts on the ground show that of all the educational institutions under the auspices of Tarbiyatus Shibyan, from early childhood education (PAUD), kindergarten (TK), Islamic elementary school (MI), Islamic junior high school (MTs), Islamic senior high school (MA), to vocational high school (SMK), only SMK Tarbiyatus Shibyan has dared to implement a full tuition-free scholarship program. This program began in 2019 and continues to this day. SMK Tarbiyatus Shibyan's

boldness in implementing this policy makes it a pioneer among schools under its umbrella. In fact, neighboring schools like MA Tarbiyatus Shibyan only followed suit two years later, and even then only in the form of a 20–30% tuition subsidy.

The implementation of this full scholarship is inseparable from the strategic objectives of the school, including to attract the interest of prospective students from within and outside the village, help ease the economic burden on parents of students, and build a positive image of the school in the eyes of the community (Hasbullah, 2015). In addition, the number of students at SMK Tarbiyatus Shibyan which is still under 200 people makes the school need to make breakthroughs to increase the number of students to reach a safe zone institutionally, one of which is through providing scholarships as the main attraction (Sagala, 2010).

The types of scholarships provided by SMK Tarbiyatus Shibyan include: full tuition scholarships for three years until graduation, the Smart Indonesia Program (PIP), academic and non-academic achievement scholarships, and Poor Student Assistance (BSM), which is a general type of scholarship in the national education system (Ministry of Education and Culture, 2019). The school's flagship program is called TISTAS (Free Quality), which is a manifestation of the school's commitment to providing inclusive and quality educational services (Mulyasa, 2012).

## Method

This research uses a qualitative approach as the basis for analyzing the research problem. A qualitative approach was chosen because it can depict social reality in depth within its context. According to Ritchie, qualitative research is an effort to present the social world and its perspectives through depictions of concepts, behaviors, perceptions, and human issues that are the object of study (Ritchie, 2003).

In another perspective, qualitative research aims to comprehensively understand the phenomena experienced by research subjects, including behavior, perception, motivation, and actions, through descriptions presented in words and language within a natural context (Moleong, 2017). Thus, a qualitative approach allows researchers to obtain a comprehensive and in-depth picture of the social conditions being studied.

Epistemologically, the qualitative approach is rooted in the constructivist paradigm, which views knowledge as being formed through individual experience and constructed socially and historically. Therefore, qualitative research is oriented toward the search for multiple meanings and the development of theories or patterns of findings emerging from field data (Creswell, 2014). This approach also utilizes various research strategies, such as narrative, ethnography, and case studies, as a framework for extracting richer and more contextual data. This research utilizes observational data collection, interviews, and documentation,

along with data analysis techniques such as data reduction, data analysis, and conclusion drawing.

## Results and Discussion

### The Principal's Strategy in Implementing the Scholarship Program at Tarbiyatus Shibyan Vocational School

To implement a scholarship program or plan, there are certainly advance preparations and strategies that have been designed. In this study, researchers found that the principal's strategies in implementing the scholarship program included several strategies, including:

#### a. Communication Strategy

Communication strategy is a combination of communication planning and communication management to achieve a goal (Josepo A. Devito, 1997). Communication strategy is a method or tactic used by a communicator to convey his message to the recipient, either through interpersonal communication or group communication.

Meanwhile, according to Anwar Aripin in his communication strategy book, he states that a strategy is actually a whole set of conditional decisions about the actions that will be carried out in order to achieve goals. So, formulating a communication strategy means taking into account the conditions and situations (space and time) that are faced and that will likely be faced in the future in order to achieve effectiveness. With this communication strategy, it means that several ways can be taken to use communication consciously to create changes in oneself easily and quickly (Anwar Arifin, 1994).

Communication strategy is also a combination of communication planning and communication management to achieve a goal (Onong Uchajana Effendy, 2006). To achieve this goal, a communication strategy must be able to demonstrate how its operations must be actively carried out, meaning that the approach can be different, at any time depending on the situation and conditions. As with any strategy, a communication strategy must be supported by theory, because theory is knowledge based on experience that has been tested for truth. The purpose of communication is to expect participation from the communication or ideas and messages conveyed by the communicator so that the messages conveyed result in the desired changes in attitudes and behavior (Tasmara Toto, 1994). Therefore, communication is very important for a person or organization to be able to achieve the desired goal, of course, in this case the communicator must first understand the strategy that is appropriate to the conditions of the target. Messages conveyed through communication that can support the success of the expected goal can change the condition of the communicator's object in the desired direction (Susanto et al., 2025).

According to the author, a communication strategy is a method or planning tactic. A way to understand the implementation of the communication process from planning to implementation to evaluation to achieve a goal. The communication strategy aims to ensure that the message is easily understood correctly and that the communication or recipient of the message can receive the messages conveyed properly and correctly.

#### **b. Step-communication strategy steps**

According to Anwar Arifin, to be able to make a good plan, you must... There are several steps that must be followed to develop a strategy. communication, namely (Munggaran et al., 2021):

##### 1) Getting to Know the Audience

It is the first step for the communicator to ensure effective communication. carried out effectively.

##### 2) Composing Messages

The second step after understanding the audience and situation is to craft a message that will capture their attention. A message can be formed by determining a theme or subject matter. The primary requirement for influencing an audience through a message component is the ability to capture their attention. Attention is focused observation. The beginning of effective communication is generating the audience's attention to the messages being conveyed.

##### 3) Setting Method

In the world of communication, delivery methods can be seen from 2 aspects: (1) according to the method of implementation, namely solely looking at communication from the aspect of its implementation by removing attention from the content of the message. (2) according to the form of content, namely looking at communication from the aspect of the statement or form of the message and the meaning contained. According to the method of implementation, communication methods are manifested in the form of:

- a) The redundancy method is a method of influencing an audience by repeating a message. Repeated messages attract attention. Furthermore, audiences are more likely to remember messages that have been repeatedly delivered. Communicators have the opportunity to correct mistakes made in previous deliveries.
- b) Canalizing method, in this method, the communicator first gets to know his audience and begins to convey information according to the personality, attitudes and motives of the audience.

## Strategy Promotion Principal in Implementing the Scholarship Program at Tarbiyatus Shibyan Vocational School

- a. Build school portfolio / reputation  
Telling people what is happening at school introducing the school to the community through (Solar Universe, 2013):
  - 1) local newspaper
  - 2) Being in a local magazine
  - 3) Be on a website or blog
  - 4) Have a social media account such as Twitter, Facebook, YouTube or Instagram
- b. Have a dynamic and attractive website  
A website is a window into a school. With regular news, events, and informative pages, parents can easily see that the school they're applying to is the right fit for their child.
- c. Creating online marketing / buzz techniques  
Use the website and social media to announce upcoming events or recent successes to maintain a constant buzz about what you're doing. Voice your opinions and express the school's positive values through tweets, Facebook posts, news stories, Instagram posts, and blogs to demonstrate the philosophy behind success. The best posts include photos or videos, and these don't have to be from students.
- d. Proud of school  
Being proud of your school can be implemented by putting up large and attractive banners, posting exam results on the school walls, or displaying photos of school activities on the school walls.
- e. Have an engaging and inspiring learning environment  
When parents and prospective students visit a school, they create a powerful first impression. Bright, professional wall art can welcome new visitors and make them want to return. Custom-designed graphics can convey the school's vision and values, engage and inspire students, and provide an engaging and inspiring environment for learning.

Promotion strategy according to (Lamb et al, 2009), "promotion strategy is a plan for the optimal use of promotional elements: advertising, public relations, personal selling, and sales promotion" (Marceline Livia Hedynata and Wirawan ED Radianto, 2013). According to Kotler and Armstrong (2012:62), Promotion is an element used to inform and persuade the market about new products or services in a company through advertising, personal selling, sales promotions, and publications. Kotler and Armstrong (2012:408) define the promotion mix as a specific combination of promotional tools used by companies to communicate value to customers persuasively and build customer relationships. The

promotion mix consists of 8 models summarized from the book by Kotler and Keller (2012:498-501); Kotler and Armstrong (2012:408), namely: First.

*First*, Advertising is all paid forms of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor through print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, cable, satellite, wireless), and electronic media (audio recordings, video recordings, CD-ROMs, web pages), and display media (billboards, signs, and posters). Second is Sales Promotion, which is a variety of short-term incentives to encourage trial or purchase of products or services including consumer promotions (such as samples, coupons, and premiums), trade promotions (advertising and allowances), and business and sales force promotions (contests for sales reputation). Third, Events and Experiences are company-sponsored activities and programs designed to create daily or special brand-related interactions with consumers, including arts, sports, entertainment, and making events or activities less formal. Fourth, Public Relations and Publicity are various programs directed internally to employees of the company or external consumers, other companies, government, and the media to promote, build relationships between the company and the public, protect and build a positive image of the company or individual communication products. Fifth is Personal Selling, is a face-to-face interaction conducted by the company's sales force with one or more prospective buyers for the purpose of conducting sales meetings, personal presentations, answering questions, procuring orders, making sales, and customer relations. Sixth, Direct Marketing is the use of mail, telephone, facsimile, e-mail, or the internet to communicate or relate directly by soliciting responses or feedback and conducting dialogue from specific customers and prospects. Seventh, Interactive Online Marketing is online activities and programs designed to engage customers or prospects and directly or indirectly raise awareness, improve image, or generate sales of products and services. And finally, Word of Mouth Marketing is oral, written, and electronic communication between people related to the advantages or experiences of buying or using products or services.

Apart from communication strategies and promotional strategies, there are also very vital things, including:

**a. Scholarship Program Planning**

In planning activities, it is a basic process where management decides on goals and how to achieve them. Planning occurs in all types of activities. Planning a scholarship program at Tarbiyatus Shibyan Vocational High School, determining the vision, mission and objectives of the program is the most basic and main thing that must be made by the school. The scholarship programs owned by Tarbiyatus Shibyan Vocational High School are: 1) scholarships in the form of free full tuition for 3 years/until graduation 2)

achievement scholarships 3) scholarships for underprivileged students/BSM 4) scholarships for the Smart Indonesia program/PIP 5) donor scholarships. Meanwhile, in planning the scholarship program at Tarbiyatus Shibyan Vocational High School, it consists of: 1) Budget/fund planning, 2) Internal socialization 3) Promotion to the community and prospective students, 4) Implementation 5) Socialization to parents, 6) Handover of scholarships to parents by signing a statement of acceptance of the scholarship 7) Controlling the program that has been running 8) Program evaluation.

**b. Organizing the Scholarship Program**

The planned implementation of activities is a stage that determines the success of a goal. An activity can be carried out well when there is a motivating element, here the role of the leader in the organization being led. Motivating or organizing is defined by George R. Terry as "the act of ensuring that all group members are willing to work toward achieving goals, in accordance with managerial planning and organizational efforts" (Baharuddin and Moh. Makin, 2020).

The organization of the scholarship program at SMK Tarbiyatus Shibyan has generally been good and has been implemented according to the initial plan. All activities are coordinated by the principal, and the program chair and other committee members are fully responsible for the smooth running of the scholarship program at SMK Tarbiyatus Shibyan.

**c. Implementation of the Scholarship Program**

The next management function is implementation, the implementation of scholarship program activities includes: : socialization of scholarship programs, promotion, implementation, control of scholarship programs, evaluation of scholarship programs. This scholarship program is open to all prospective students, both underprivileged and capable without economic limitations by all students in the village of Kemantren itself or outside the village, the scholarship program has been running since 2019 and at that time was called TISTAS (Free Quality), the name itself is quite relevant to the implementation that has been carried out until now the scholarship can be revoked at any time if the student's activity is less than 50% to get a scholarship in the form of free full SPP for 3 years, students must be at least 80% active in KBM if the activity is below 80% then it will be partially cut, this is so that students remain active in learning. Support for infrastructure and facilities for scholarship program activities is funded by funds allocated from the East Java Provincial Education Office, including the Education Operational Support Fund (BPOPP), the Smart Indonesia Program, and donors. This ensures that all scholarship program activities can run smoothly. During the COVID-19 pandemic, the Education Operational Support Fund (BPOPP) was not disbursed in 2020, so the solution was to take

funds from the School Operational Assistance (BOS) fund. Although the amount was limited, it was still sufficient to cover funding for one year.

**d. Socialization of the Scholarship Program**

Program socialization, is a scholarship implementation policy regarding information regarding program implementation, which needs to be known by students of SMK Tarbiyatus Shibyan and their guardians which is carried out in the prayer room for the first semester and at the end of the odd semester is socialized again in the yard of SMK Tarbiyatus Shibyan which coincides with the Student Festival (Fespa) event. And technical information about the program is delivered by the principal in order to provide motivation and foster a spirit of SMK and increase students' interest in learning enthusiasm within the students.

**e. Scholarship Program Evaluation**

Scholarship program management requires evaluation, which can then be used for improvements. This ensures that what has been programmed and implemented can achieve the program's objectives. The program structure conducts monthly evaluations of the scholarship program's management. These evaluations take place in the meeting room of SMK Tarbiyatus Shibyan. In this case, the teachers are accountable to the principal, while the principal...

Vocational School Tarbiyatus Shibyan Kemantren Paciran Lamongan, has a specific goal by implementing the following Scholarships:

1. Attracting students' interest to study at SMK Tarbiyatus Shibyan Kemantren Paciran Lamongan, both from the village itself and outside the village
2. Helping to ease the burden on parents of students
3. Promotion to the surrounding community.

Apart from the 3 points mentioned above, SMK Tarbiyatus Shibyan Kemantren Paciran Lamongan, for its own students, is still under 200 students so this is still not included in the comfort zone and still needs extra hard work to reach 200 students and above so that the provision of scholarships is nothing other than to attract the interest of students and parents.

There are various types of scholarships provided by SMK Tarbiyatus Shibyan Paciran Lamongan Sub-district is as follows: Full SPP (Education Development Contribution) for 3 years / until graduation, PIP (Smart Indonesia Program), Achievement (Academic and Non-Academic), BSM (Assistance for Poor Students).

## Supporting and Inhibiting Factors The Principal's Strategy in Implementing the Scholarship Program at Tarbiyatus Shibyan Vocational School

InoperateA program certainly won't just run smoothly. There will inevitably be inhibiting factors that can disrupt or slow down its progress. There are also actors who support or strengthen the implementation process.

a. Supporting factors for scholarship program management at SMK Tarbiyatus Shibyan are:

- 1) Strong intention in implementing the scholarship program
- 2) Financial assistance from the East Java provincial education office
- 3) Highly solidarity implementation team
- 4) Parental support for school activities
- 5) Motivation from enthusiastic students.

b. The inhibiting factors for the scholarship program at SMK Tarbiyatus Shibyan are:

- 1) The non-disbursement of BPOPP funds has hampered the smooth running of scholarship programs and other assistance.
- 2) Covid-19 pandemic outbreak
- 3) There are some people who don't believe it

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