QUALITY SERVICE IN IMPROVING THE PROFITABILITY OF EDUCATIONAL INSTITUTIONS BASED ON PESANTREN

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ABSTRAK
Penelitian ini bertujuan untuk memahami dan menganalisis tentang strategi sekolah dalam meningkatkan profitabilitas lembaga melalui Quality Service di SMA Nurul Jadid Paiton, Probolinggo. Penelitian ini menggunakan pendekatan kualitatif jenis studi kasus. Hasil penelitian menunjukkan bahwa SMA Nurul Jadid berupaya meningkatkan profitabilitas sekolah dengan terus menguatkan Quality Service melalui lima hal Crost-Interest Curriculum, yaitu mata pelajaran lintas minat yang ada pada setiap peminatan; Performance, yaitu mengutamakan penampilan semua komponen lembaga; Peningkatan Kualitas SDM, yaitu membentuk karakter baik dan religius kepada semua siswa dan guru; Excellent Service, yaitu pelayanan prima untuk semua komponen sekolah; Sarana Prasarana, yaitu sebagai efektivitas pembelajaran siswa. Penelitian ini mengimplikasikan pentingnya lembaga menguatkan Quality Service, sehingga dampaknya kepada profitabilitas lembaga.

Kata kunci: layanan servis, keuntungan, pesantren

ABSTRACT
This study aims to understand and analyze the school's strategy in increasing institutional profitability through strengthening Quality Service at SMA Nurul Jadid Paiton, Probolinggo. This research uses a qualitative case study approach. The results show that SMA Nurul Jadid seeks to increase school profitability by continuously strengthening Quality Service through five things Crost-Interest

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Curriculum, namely cross-interest subjects that exist in each specialization; Performance, namely prioritizing the appearance of all components of the institution; Improving the quality of human resources, namely forming good and religious characters for all students and teachers; Excellent Service, namely excellent service for all school components; Infrastructure, namely as the effectiveness of student learning. This study implies the importance of institutions strengthening Quality Service to impact the profitability of institutions.

Key Words: quality service, profitability, pesantren

INTRODUCTION

Education is a necessity for every human being, so that humans try to get an excellent education to be equipped to compete in the world of work (Syakur, 2018). In addition to being an essential factor in meeting satisfaction, service is also a way to attract interest and provide customer satisfaction in educational institutions (Putra, 2020). Good service quality will positively respond to consumer satisfaction to remain loyal to using their services (Haryanti & Baqi, 2019). Education is an important thing or spearhead of the progress of a nation, with quality education, which will produce quality Human Resources as well (Susanti & Dewi, 2020). Superior Human Resources (HR) with high quality is a demand for every organization to achieve the goals set (Indriyani, 2020).

One of the indicators for assessing educational institutions has good prospects or not in the future is by looking at the ability of educational institutions to generate profits (Wahyuni, 2018). Every action issued by an educational institution aims to gain profit or profit for the educational institution. The profitability ratio is a ratio that describes the profit generated by the institution (Farida, 2020). In general, an institution has specific goals, namely achieving profit or profit (Nursyam & Saenab, 2020). For school principals, profitability is used as a benchmark for the success or failure of the educational institution they lead (Hantono, 2018).

Students are factors that can affect an educational institution's high or low level of profitability (Asriani et al., 2019). Profitability is often a measure of the performance of educational institutions, where when an educational institution has a high profit, it can be understood that the performance of the educational institution is good (Rahayu, 2018). The resulting profitability can also affect the value of educational institutions (Kusumawati & Rosady, 2018). Good performance of educational institutions will affect the value of educational institutions (Jayanti, 2018). Things that need to be considered to increase the profitability of educational institutions by providing quality services. Service business-oriented educational institutions will always offer quality services to their users (Mahardika, 2020).

Service quality and student satisfaction are now essential for educational institutions, both private and government educational institutions so that they can survive Educational institutions that fail to satisfy their services will face complex problems; dissatisfied customers will share their bad experiences with others and make educational institutions lose money (Solichin et al., 2019).

SMA Nurul Jadid is one of the senior high schools located under the auspices of the Nurul Jadid Islamic Boarding School. This school is a school that

was founded in 1970. This school continually strives to improve the quality of service to increase the profitability of the institution and its students. However, in its implementation, several problems lead to the failure of an achievement for a predetermined target. These problems are divided into two types, namely internal issues and external issues.

Internal problems are the lack of discipline of some teachers and many facilities that are damaged or not functioning due to lack of maintenance from the school infrastructure section. Meanwhile, for external problems, many facilities were destroyed due to students' actions, many students were still late for school, and many students still wore uniforms that were not by school regulations. To overcome these problems, it is necessary to provide quality service and implement new, better rules.

The level of service quality of the institution has a positive impact on the influence factors that influence student success (Sugilar, 2020). The relationship between program quality, industry relations, student satisfaction, image, and service quality helps make better policy and strategic decisions and shows areas that management of educational institutions should improve A significant difference was found in the dimensions of service quality management; responsiveness, reliability, and empathy between public and private secondary school students (Jabbar et al., 2019).

The existence of this global competence and competition, of course, requires professionalism for both school principals and teachers in carrying out their respective main tasks and functions (Sari, 2019). Customer satisfaction is indicated by the conditions or feelings given by the customer after using the service or service (Asyro et al., 2020).

Researchers have widely studied research on Service Quality. Erinawati & Syafarudin (2021) say that good service quality is a significant problem for education. To achieve good service, decisions must be made from each factor, such as promotion, price, technology, and human resources (HR). Meanwhile, the customer's feelings are strongly influenced by the quality of service and the quality of service. Susanti & Dewi, (2020) explained that if the rate of service increases, it will increase student satisfaction and vice versa.

While research on profitability is also widely studied by researchers, including; Profitability, according to Chandra et al., (2019) is a tool used to measure the level of profit earned by the company. Nursyam & Saenab (2020) said that profitability is a ratio that describes the company's ability to generate earnings through all assets and capital. Meanwhile, according to Hantono, (2018), profitability is defined as the company's ability to earn profits through all existing capabilities and sources.

The previous research described above clarifies the position of the study that the researcher is doing. Researchers have an innovation. Namely, profitability can penetrate the world of business or companies and enter and adapt to educational institutions, especially those under the foundation of Islamic boarding schools. So it can be understood that Quality Service has a massive role in the sustainability of an educational institution. Therefore, researchers are interested in understanding and analyzing the Quality Service performed by SMA Nurul Jadid, Paiton, Probolinggo in increasing the institution's profitability.

RESEARCH METHODS

The researcher uses a qualitative case study approach to understand and analyze Quality Service to increase institutional profitability at SMA Nurul Jadid. Collecting data in this study in the form of information about the quality of service institutions obtained from interviews, observations, and documentation. Interviews were conducted with several sources, including school principals, employees, students, and parents, to find general information related to the research theme.

Data analysis techniques were carried out through data reduction, data exposure, and concluding. Data reduction is made by sorting out important information related to service quality at SMA Nurul Jadid so that it is easy to understand how it is implemented. Conclusions are drawn by looking for the importance of information about service quality to increase the institution's profitability. The data validity technique uses source triangulation, asking the same questions about the quality of service at SMA Nurul Jadid to the principal, teachers, students, employees, and guardians of students.

RESULTS AND DISCUSSION

As a school under the auspices of a boarding school, SMA Nurul Jadid always strives to improve the quality of service to compete and be superior to the surrounding schools and schools outside the Islamic boarding school Probolinggo district. SMA Nurul Jadid has a mainstay program: Appearance, Achievement, and Service. The realization of the program, of course, requires the participation of all school members. DW, as the principal said that "quality service is excellent service, starting from the speed of service delivery, the substance to be served and the orientation to student satisfaction." Thus, service quality is a strategy of SMA Nurul Jadid in addition to efforts to meet the needs of its students as well as its impact on school profits through;

Cross-Interest Curriculum

The curriculum is a set of lessons that direct teaching towards the intended direction or goal. One of the things that determine the success or failure of a school is how the school modifies or designs the curriculum according to the needs of its students. According to DR, as deputy head of the curriculum is "design is a model and curriculum is a goal or program. So curriculum design is how we design subjects according to school goals or programs." SMA Nurul Jadid prepares a curriculum every year involving all employees, teachers, and parents. All feedback from parents is considered as for the students, the curriculum that is compiled looks at the output of graduates of SMA Nurul Jadid who continue to college.

Under the auspices of Islamic boarding schools, the school curriculum must implement the curriculum by the pesantren curriculum and the national curriculum. SMA Nurul Jadid develops a curriculum by collaborating with the national and pesantren curricula. DR says this: "curriculum design in high school is a collaboration between the national curriculum (government) and the curriculum in Islamic boarding schools. The curriculum is prepared by integrating Madin subjects with formal lessons. Every legal issue, such as physical

education, is included in extracurricular activities, and for Madin subjects, calligraphy is also included in extracurricular programs.

DR: "As for the lessons in high school, it is adjusted to the content of the subject, we see that high school graduates are leading a lot, sometimes many children feel that they are in the wrong major in the middle of school. So, we carry out what is called "cross-interest learning," which SMA carries out to include science lessons into the social studies program and language program, language lessons into the social science program and science program, and so on. As stated by DA as a student said: "even though I am in a regular social studies class, but in my subjects, there are also mandarin lessons so that even though I am an IPS, but I can speak mandarin" this is a place for students to continue to develop their language skills, not only English which is a compulsory subject in every school, SMA Nurul Jadid made an innovation, namely requiring Mandarin lessons for both superior language classes and regular classes other than language programs.

SMA aims to deliver students to college, for that every year SMA always designs a curriculum according to the needs of the school community. The purpose of holding a cross-interest curriculum is when they want to continue to a higher level but want to go to a different place in their specialization in high school; they already have provisions, such as when science children wish to enter accounting, they can and have requirements. Also, if they're going to continue their education to health, they will not be new anymore because they have been taught biology lessons in high school. The proof is that in the 2018 graduate, one of the top science class students passed the selection test to enter the State College of Accountancy. This is a manifestation of the success of SMA in implementing the curriculum across subject interests.

The 2013 curriculum provides several changes to the education system. One is in the majors, where students have cross-interest subjects (Yendrita, 2019). Cross-interest subjects allow students to study or follow issues opposite their majors but with a minimal time allocation. The cross-interest program at SMA Nurul Jadid is not carried out with the will or choice of the students themselves, but the school in each department has determined this program. Since implementing the 2013 curriculum in several schools, students can still study majors that they do not enter by following cross-interest issues (Ayu et al., 2019). All students at SMA Nurul Jadid can study subjects in their majors and learn subjects outside their majors. Like in the science department, students can also learn to explore economics. Students can study biology in the social sciences department, and in the language department, students can learn biology.

Cross-interest learning is required to absorb these subjects even though they are outside the student's specialization (Malla & Asrang, 2021). The school that implements the cross-interest program in the 2013 curriculum provides opportunities for its students to study subjects in their specialization and look outside their field at school. The purpose of holding cross-interest lessons is to develop knowledge outside of the issues in their profession. This can affect learning motivation towards the cross-interest learning process (Pratama et al., 2018).

Performance

As an institution engaged in educational services, SMA Nurul Jadid provides services according to the SOPs at SMA Nurul Jadid and serves as a benchmark for the performance of its servants. Speed in providing data is one of the service quality indicators at SMA Nurul Jadid. Communication in providing services uses everyday language speech and uses greetings, greetings, and smiles because good service is what consumers expect, namely students and guardians of students.

Service is the main thing that becomes a benchmark for the quality of an institution. Services related to performance or appearance. When the formation of an institution is not good, its performance will also not be good. An agency can be considered good if one of its components, namely TU employees, carry out their duties professionally. Therefore, TU employees are one of the most critical elements in implementing school programs. Every employee and teacher is expected to be disciplined in time. This is as explained by K as the head of TU: "all employees and teachers are expected to come early because we are here as educators/educational staff apart from teaching, we also have to be a good example for students" apart from that for the cleanliness of the room has become part of the cleaning staff in the school. All employees are used to tidying up their workspace after work. If there are no obstacles, employees usually arrive on time and go home according to the closing hours of office services.

The implementation of standard operating procedures carried out by SMA Nurul Jadid in implementing service SOPs is almost by the SOPs that the school has determined. This can be seen from the employees when serving guests using everyday speech and helping to smile and greet. The employees also arrive on time and return to tidying up their work before going home. Cleanliness is also highly guarded by employees, considering that appearance is the most prioritized thing by the school.

All waiters are expected to work according to the existing SOP. However, in reality, there are still less than optimal things. There are still many student and teacher data that are still incomplete. IP says this as an intern: "there are still a lot of incomplete data, such as teacher and student data" this happens because employees are still not fast enough to input data into school computers. A large number of jobs at school allows for many other unfinished jobs.

The purpose of the SOP at SMA Nurul Jadid is for officers to maintain consistency and level of performance of officers in an organization or work unit. Second, to know the roles and functions of each organization. Third, clarify the flow of duties, authorities, and responsibilities of the officers of each unit. Fourth, protect work organizations and officers from errors in administration and others. And lastly, to avoid mistakes and doubts about the services at SMA Nurul Jadid.

SOP, which stands for Standard Operating Procedure, becomes a document or instrument containing processes and procedures for an effective and efficient activity based on a standard. The development of the management instrument is intended to ensure that the service process in all government work units can be controlled and run by applicable regulations (Siburian et al., 2020). SOP is a guideline for carrying out tasks or work in an institution. SOPs are necessary to be a benchmark for service in the administrative office. The principal must ensure and control that the SOPs that run in an educational institution has

been appropriately implemented. The goal is that no SOPs are violated or missed. The principal, in his leadership, supervises all components of the school. It is the same as the SOP in the school he leads. The principal must control the work of his employees whether or not it is by the SOPs that have been set.

HR Quality Improvement

The results showed that character could affect a person's success. One factor that influences the good or bad of a person's character is education. Nature is one of the essential things for student growth. Each school has its way of shaping the excellent surface of its students. Like SMA Nurul Jadid, all students before entering class must read the prayer first in the schoolyard and line up neatly. As said by AR, one of the students said, "schooling at SMA Nurul Jadid taught me to be a more orderly, disciplined and responsible person." After praying together and entering class, SMA Nurul Jadid held a PKB (Good Character Habituation) activity filled with reading Istighosah, Diba'iyah, Ratib, Yasin reading, and Tahlil. This PKB aims to provide students with provisions when they return to the community. PKB also seeks to improve the spiritual intelligence of its students. Bearing in mind, nowadays, many students have a crisis of religious knowledge.

In addition, SMA Nurul Jadid also empowers student human resources by holding superior classes. Children who are part of an ideal class have an excellent opportunity to get into a prestigious college. Outstanding students have special assistance from teachers; they have additional classes, additional classes are directly accompanied by experts in the subject area. All superior class students must use a foreign language every day, both at school and in the dormitory. KI as a top-class student: "About the benefits, I can get a lot besides knowledge, at SMA Nurul Jadid is also sharpened to learn languages."

For those who excel in language, for example, material onboarding activities that are carried out temporarily by program managers and the Intensive Language Sciences presidium include discussion activities, debate contests, speech presentations, quizzes, writing skills, listening, punishment, broadcasting, storytelling, morning talk, group learning, and vocabularies. For those who excel in science and social studies, boarding activities include study groups and language. The superior class has an impact on spurring the enthusiasm of students to learn. A particular course is a place for optimizing students who have enough patience and intelligence to maximize their potential.

In addition to empowering students, schools also empower their teaching staff. DR said: "SMA Nurul Jadid held an FGD (Focus Group Discussion) school which included pedagogic competence, professional competence, social competence, and personality competence. How to interact well when teaching in class, trained to organize class, develop curriculum, and evaluation assessment. On professional competence, all teachers are aligned in teaching according to their ability to master the material. In social competence, teachers are given direction on how to communicate well orally and in writing with students. In personality competence, teachers are expected to have positive personalities because teachers must be role models for their students.

DW, as the head of the school, said that: "'there are no stupid children and smart children, there is only time to understand different lessons' So I socialized

to the teachers that there are stages and teach children who understand quickly and children who still need more time is more rewarding for teaching children who still need a long time to understand because there is learning about patience." Principals must be able to form good leadership characteristics, carry out staff development, manage teaching staff, form responsive and anticipatory attitudes in school personnel, bring the school towards change for the better, and create a safe and orderly school environment. This is in line with SA as a teacher at SMA. Nurul Jadid said: "The principal (principal) at every monthly evaluation meeting always provides input or motivation to us as teaching staff, yes the principal indeed must also lead to strengthening the spirit of the student's employees." Teachers who have strong motivation will have a lot of energy to effectively carry out their teaching duties. Teachers have a position that will determine the success of learning in designing, managing, implementing, and evaluating learning.

From some of the explanations above, a common thread can be drawn, SMA Nurul Jadid strengthening the school community is carried out in several ways, namely; for students to hold PKB (Good Character Habituation) and teaching. Character education in schools in its implementation is to familiarize students with good behavior. This can be supported by the exemplary attitude of the principal, teachers and all elements in the school (Utami, 2019). At SMA Nurul Jadid, it has been seen that all elements of the school have participated in the formation of good character in students at the school. Such as school regulations that require teachers to wear shoes when teaching, familiarize teachers with congregational prayers and require teachers to come on time to school. Therefore, the teacher plays a very important role in the formation of good character in students. The formation of good character in students can be done through routine activities carried out with all school members (Silkyanti, 2019). The formation of good character in students is carried out every morning before students enter class. The formation of good character carried out by SMA Nurul Jadid is by reading tahlil, diba'iyah, reading yasiin and reading ratibul haddad.

This is an effort of SMA Nurul Jadid to improve the religious character in students. Learning motivation is very important considering the rapidly growing population, increasingly limited employment opportunities, higher university standards causing increasingly fierce competition in the world of work and education, including in the selection of superior classes, especially at SMA Nurul Jadid (Dharma & Rustika, 2018). Superior class is a class that contains selected students who are selected based on IQ ability, academic potential and adequate academic achievement and if given good learning, it is expected to get good results as well. The goals of holding superior classes include: to develop and improve the quality of education, produce quality human resources, increase the abilities and knowledge of educators, develop the potential that exists in schools and face competition in the world of education by creating competitive advantages (Fahmi, 2020). The superior class at SMA Nurul Jadid is a special class which contains people who in terms of IQ ability, academic potential and academic achievement are superior to the regular class. Superior class is a strategy carried out by SMA Nurul Jadid to improve school quality and public trust in schools. The superior class at SMA Nurul Jadid is designed to be able to compete both nationally and internationally, which in its policy forms a superior class in each program, namely to master the fields of science / science

excellence, social / social science excellence and foreign languages / language excellence. In science, it is superior to study chemistry, physics and biology, which are facilitated by laboratories that all function properly. The superior class for social studies is to study social and economic sciences and for the superior language class, namely to study 3 foreign languages, namely English, Arabic and Mandarin.

In the 2013 curriculum learning, teachers are required to master 21st century teaching skills, namely literature, character, skills for critical, collaborative, communicative, creative and information technology capabilities (Faisal et al., 2020). There are 3 main tasks that must be done by the teacher, namely; planning lessons, implementing lessons, and assessing learning (Rambe, 2019). In the 2013 curriculum, students are required to be more active in class. However, teachers are also required to be more creative in learning compared to the previous curriculum. Teachers are required to be creative in designing the learning atmosphere in the classroom through information technology media. Teachers are expected to be able to plan lessons and ultimately be able to assess learning.

Principals as leaders as well as managers are expected to be able to mobilize and influence their members, especially teachers to always develop and improve their performance motivation to achieve the educational goals that have been set (Diana et al., 2021). Principal's leadership skills can affect the quality of teacher performance, this is because the way a leader's leadership will indirectly affect the behavior patterns of his subordinates (Rosaliawati et al., 2020). As the number one person in the school, the principal must be able to motivate the performance of his subordinates. The principal must be able to be a good role model for teachers and school employees. Significantly, principals who are skilled in leading can affect the quality of teacher performance.

Excellent Service

Excellent service is doing the best possible service to customers, so that customers become satisfied. In general, the purpose of excellent service is to provide services so that they can meet and satisfy customers which makes the school get maximum profit. One of the benefits obtained from excellent service is to improve the quality of educational institution services to students or guardians of students. The concept of excellent service has 3 kinds, namely: Attitude or the concept of attitude, which is an attitude that must be possessed including a friendly, attentive attitude, and having a sense of pride in the school. And what must be considered is that employees must look polite according to school rules. Attention or the concept of attention, namely when providing services to consumers, it is necessary to pay attention and pay attention to the wishes of consumers. This concept is like greeting when meeting consumers who come, asking what consumers want, understanding consumer desires, providing friendly, precise and fast service and having to put the interests of consumers first because consumers are kings. Action, or also called the concept of action. an employee who here is part of TU must always pay attention and pay close attention to what is the desire of students or guardians of their consumers. Some forms of service that must be carried out are such as asking the intention of

consumers to come to school, carrying out what consumers need and saying thank you to consumers.

KS as the head of the TU SMA Nurul Jadid who said that: "when a student or student's guardian comes to us with a purpose, then we immediately serve, this speed is what we prioritize, starting to enter the data provider, of course the faster the data provided means the service getting better. Besides time or timing, it is also from communication in providing services, namely by using polite language speech, also when serving using greetings, greetings and smiles. In line with what was conveyed by IR as the student's guardian, he said: "the service in high school is good, the TU room has also been designed with a luxurious design like being in a bank and the air-conditioned room is comfortable while waiting for the service to finish". AR as a high school student, Nurul Jadid, said: "The service at the TU office is comfortable, the TU at school doesn't look at anyone who comes there, even though we are students, we are also served like guests when we need TU help"

From the statements expressed by the parents and students above, it shows that SMA actually implements one of its flagship programs, namely excellent service. Excellent service is one of the flagship programs of SMA Nurul Jadid which is carried out to always make consumers feel satisfied with what is in SMA. Because customer satisfaction is the main thing that can make the good name of SMA Nurul Jadid grow.

Excellent service is the best service carried out by an agency with the aim of prioritizing customer satisfaction (Puspitasari, 2019). Excellent service is not only carried out by school residents, but also school foundations. Likewise at SMA Nurul Jadid which incidentally is under the auspices of the Nurul Jadid Islamic Boarding School. The participation of the foundation's management in supporting the realization of school programs is a manifestation of the foundation's concern for the concept of excellent service. Efforts to implement excellent service provide satisfaction, especially from the parents' point of view. Guardians of students feel comfortable with the services and communication provided by the school, it makes parents do not hesitate to disseminate the advantages and achievements of the school to participate in marketing the school (Handoko et al., 2018). Excellent service is the best service carried out by schools to achieve customer satisfaction, which in this case are students and guardians of students. The board of the foundation must also take part in the implementation of excellent service in the schools under its auspices. Foundation administrators must fully support existing programs in schools. When the customer is satisfied with the service provided, the customer will tell the best service to others and it can make the image or good name of the school better.

The excellent service that is carried out is a real form in an effort to improve services in the world of education, the implementation of excellent service has a positive impact in spurring performance improvements, especially educational staff, teachers and students as objects of service recipients (Afriza et al., 2019). Excellent service has a positive goal that must be fully realized by service providers. The purpose of providing excellent service is not only for external consumers or customers but also for internal parties. For internal parties, providing services that satisfy customers will raise the image of the institution to be good (Kurdi, 2020). SMA Nurul Jadid prioritizes the view of a value from the

perspective of Appearance, Achievement and Service. The implementation of excellent service is also a tangible form of school efforts to improve the quality of education. Excellent service has a positive impact in increasing the effectiveness of learning. In addition to benefits for customers or consumers, excellent service also has a positive impact on the sustainability of an agency because it will improve the image of the institution.

Facilities and infrastructure

AI as the waka of facilities and infrastructure said: "The infrastructure in high school currently has 29 classes for girls and 18 classes for boys, while our laboratory has 7 laboratories and all of them are in good condition". In order to support a quality learning process, the support of facilities and infrastructure is absolutely necessary. For this reason, the increase in the quantity and quality of educational facilities and infrastructure is continuously carried out. Facilities and infrastructure in schools is a factor supporting teaching and learning in schools, one of which is a laboratory. The laboratory is a place or place to conduct experiments as proof of the truth of the theories given in class, conduct certain experiments or find out for themselves while increasing students' reasoning power. The laboratory is a place to train students' skills in terms of practicing demonstrations, experiments and developing knowledge. In addition, the laboratory has a very important role in learning science at school because the existence of a laboratory is expected to foster student interest in laboratory activities. There are 7 laboratory units at SMA Nurul Jadid, namely computer laboratories, social science laboratories, language laboratories and 4 laboratory units for science majors, namely physics, chemistry, biology and field laboratories (green house).

For computer laboratories, SMA Nurul Jadid has 4 laboratories, each consisting of 20 computers, so a total of 80 computers. The 80 computers are SMANJ's efforts to develop students' science and technology. All these processes are carried out by the school as an effort to make SMANJ graduates meet the expectations of the school, so that students can keep up with the times even though they are in a pesantren environment. HA one of the students said: "sometimes some teachers take us to the computer lab, not only playing there, but also learning about how to run microsoft word, excel and power point so that we have provisions when we go to college". Generally, students are more interested in practical learning, namely in the laboratory, rather than listening to the teacher explain in a class that is sometimes monotonous, it makes many students who do not listen or even fall asleep when learning is carried out in class. For this reason, SMA Nurul Jadid always makes efforts to complete educational facilities and infrastructure.

Apart from being a school with the most complete laboratories, SMA Nurul Jadid is also a school that has a large yard and comfortable classrooms. This is how HA felt: "It's comfortable to study in high school, because I am in the science class, the facilities at the high school are not only spacious, the laboratory is also the most complete compared to other schools and the class is also comfortable. It's just that in my opinion I just need to replace the chairs and tables that are worn out."

The existence of adequate facilities and infrastructure can facilitate and speed up the tasks of students. They can better understand the explanations explained by the teacher in class if it is continued with direct practice in the laboratory. The classroom also affects the level of intelligence of students, with a comfortable class can also make the teaching and learning process run effectively.

A good educational process certainly requires adequate facilities and infrastructure, either directly or indirectly. The facilities that are directly related to the educational process are buildings, study/classrooms, educational tools/media, chairs, tables, and so on. Meanwhile, those that are not directly related include yards, gardens, parks and roads leading to schools (Junaidi & Danim, 2020). The facilities are directly and indirectly owned by SMA Nurul Jadid. As many people know, SMA Nurul Jadid is a school with complete facilities. Complete facilities are the school's efforts to fulfill and support teaching and learning activities in schools. With the availability of complete facilities will make students more comfortable when studying and will produce students who excel.

The continuity of educational services certainly cannot be separated from the availability of infrastructure facilities owned by the school itself. The existence of facilities and infrastructure as a support in achieving learning objectives. Without adequate facilities and infrastructure, the achievement of learning objectives will not be maximally achievable (Fajartriani & Karsiwan, 2021). For this reason, adequate infrastructure is important because infrastructure will support the teaching and learning process of students in schools. Without facilities and infrastructure, the student learning process will not run optimally. The more the development of scientific technology owned by the school, in learning activities it will make students have no difficulty in understanding a teaching. For that, the learning process should really be pursued as much as possible. Existing facilities and infrastructure must also be supported by the effective and efficient use of facilities and infrastructure. Management of educational facilities and infrastructure is an activity that is very important to do because the existence of facilities and infrastructure really supports the success of learning in schools.

CONCLUSION

The results of the study indicate that SMA Nurul Jadid in its efforts to increase profitability is carried out by strengthening Quality Service, through; Cross-Interest Curriculum, Performance Service, Human Resources Quality Improvement, Excellent Service and Infrastructure. This in addition to increasing profitability can also improve the image of the school. There are 5 service dimensions, Tangible, Assurance, Responsiviness, Empathy and Reliability. Tangible dimensions (direct evidence), Assurance (guarantee), and Responsiviness (responsiveness) provide the most dominant influence on improving student learning outcomes so that it should be maintained or improved so that schools produce graduates who have good intellectual abilities and quality to be able to compete in the world of higher education. . The results of the study indicate that the dimensions of Empathy (empathy) and Reliability (reliability) are still not optimal in their implementation. Therefore, it is necessary to have policies and special attention to improve the quality of service from the dimensions of

empathy and assurance by conducting a survey of the needs of students and parents of students. Analyzing the data from a survey of the needs of students and parents. Service quality indirectly has a significant effect on the profitability of schools, students and parents.

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