AL LATHIF ISLAMIC SCHOOL PRINCIPAL PERFORMANCE ANALYSIS IN BALANCED SCORECARD PERSPECTIVE

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ABSTRACT
This study aims to analyze and assess the performance of principals who have implemented school-based management (SBM). An alternative management system tool to measure the work efficiency of the institution in measuring the performance of Al Lathif Islamic School in the city of Bandung using the Balanced scorecard model. A balanced scorecard is a management tool that translates the vision, mission, and organizational strategy of the Al lathif Islamic School into a set of four perspectives, namely the financial, customer, and internal business processes, as well as learning and growth perspectives. This study uses a quantitative approach with descriptive analysis. Primary data in the form of a questionnaire is used to measure the performance of the financial perspective and the perspective of learning and growth, while the measurement of the performance of the financial perspective and internal business process perspective uses secondary data. Sources of data were obtained from Educators, Education Personnel, Students, and Parents, EDS Documents, The Education Unit Accreditation Instrument (2021), Principal's Annual Work Assessment, School Financial Accountability Reports, and School Alumni Documents. The results showed that the performance of Al Lathif Islamic International School was in the very good category. Based on the financial perspective, obtaining good performance, namely meeting the economic requirements, effectiveness, and efficiency. Based on the perspective of the customer get a very good value by applying five dimensions (tangibility, reliability, responsiveness, assurance, empathy). Based on the internal business process perspective, the measurement results can be shown from the innovation aspect, operation aspect, and alumni service that has shown very good value results. Based on the learning and growth perspective, four indicators, namely the range of employee satisfaction, training, employee loyalty, and employee performance productivity are in the very good category

INTRODUCTION

Al lathif Islamic School (AIS) Bandung is International Islamic School with Cambridge and national curriculum that combines Among knowledge knowledge, technology and Islam as well as the tahfidz program bersanad with put forward education Islam in formation character child. Blend curriculum this give characteristic typical alone in life learning at Al Lathif. School have vision: "Best Quality Performance with Progressive Islamic Character with image religious and futuristic modern school.

Al lathif Islamic School (AIS) provides environment challenging, child - centred, balanced and purposeful learning for develop whole potency child with strong and capable foundation of Islam compete internationally. Supported by team education at home and abroad, psychologist, teacher (ustadz), syech as well as professional and experienced doctor in the field. Al Latif grow and develop Becomes a leading Islamic school in the city of Bandung. School this optimistic give birth to generation brilliant and

has give birth to generation Tahfidz Quran with character Quran. School this grow Becomes superior Islamic school in the city of Bandung. (Ekasari, Hakiki, & Aryanto, 2022)

Al Lathif Islamic School has stand up since year 2011, location school this located on Jalan Cipedes Selatan No. 85. Kelurahan Sukabungah, District Sukajadi, Bandung City, West Java. one the philosophy of the founders institution this born, that is Dahawanen, SH, MH because on base An- Nisa 's letter verse 9:

لْيَقُوْلُوْا لَـَّ ا allah لْيَخْشَ ال لِوَْ ا لُفِهِمْ افًا افُوْا لِيَۚهِمْ لْيَتَقَ

It means, " Should " afraid of those who suppose leave weak offspring behind (death) them so they worry about it ; so let they are scared too to Allah (in affairs child orphans of others), and let they

said with the right words (to others who are will died)."

Al Lathif Islamic School is a Private Islamic School based Cambridge school in Bandung is standard Islamic school international who has category SNP Excellence accredited and committed tall to quality service Islamic education, as well as has have myriad performance national nor international. Related with culture quality , Al Lathif Islamic School has been crowned as 1st (one) winner at the National School Level event and International which has culture quality best . However the problem is one challenge biggest based on results study implementation of SPMP in units institution education, up to moment this still face various type problem which include : (1) implementation of guarantee and upgrade quality education still limited to monitoring component quality in units education ; (2) mapping quality still in shapes data collection achievement quality education that has not integrated from various management education ; (3) act carry on results mapping quality education that has not utilized for necessity enhancement quality sustainable ; (4) implementation evaluation Evaluation Self Schools (EDS) and their assessment instruments not yet understood by intact as needs school ; (5) not yet socialize it National Education Standards as reference quality education. (Suwarni, Moerdiono, Prihatining, & Sangadji, 2020) and (Prayoga, Irawan, & Rusdiana, 2020).

Referring to the problem that, according to Ministry of National Education (2011: 12) contained in " Analytical Study Accreditation School " turns out to be there is a number of weakness system evaluation with pattern accreditation , namely : 1) Length plot work in accreditation ; 2) Implementation manual tasks ; 3) Complexity work ; 4) Repetition work ; 5) No there is integration with service other and; 6) risk lost document. (Sitorus, 2016).

So as with stipulation of PP No. 19 of 2005 concerning National Education Standards (SNP), schools expected use evaluation performance with instrument Evaluation Self School (EDS). EDS is evaluation self school in SNP container. Through school EDS could know the correct data about 8 SNP instruments that provide description about implementation of the educational process in schools will but no capable give description performance school by by thorough. Besides that is also the implementation of EDS and instruments the appraisal not yet by intact as needs school. Because it happened shift paradigm System Guarantor Quality of Education to be focused on to inspection. (Pambudi, 2018)

Essence System Guarantee School Internal Quality is effort in grow culture quality, define and own standard, implement standard, implementation standard and improve standard by sustainable (Continuous Quality Improvement) by level Education Unit.

Cycle guarantee this internal quality becomes very important in institutions that have high commitment to quality. Especially faced with tough competition as well as change very fast technology and information. This thing demand existence System Guarantor Quality for ensure quality service right education since beginning and forever right first and every time as well without defect Zero defect, in order to keep it trusted by stakeholders and the community, that Al Lathif Islamic School is a school something the agency that bears trust Constitution in educate nation. (Jahari, 2018) Problems other is figure figure head school the case of SMKN 1 Bukit Kemuning, (2021) as a stakeholder does not fast, no firm, unfair and not realistic, for handle procedure handler complaint as one constant standard must repaired which has been set every year through implementation, monitoring, evaluation and feedback carried out by sustainable. "The main purpose of quality teaching initiative is to help the institution contemplate a journey of constant improvement and regular evaluation for feedback." (IMHE, 2022, p.37). Whereas many hopes and needs from parents, students, teachers and the community want institution create products and services that are produce offer product or results graduate of quality high, so could build trust and loyalty with customer. Standards and procedures set by parents, students and the community could produce a guarantee program quality help prevent disabled product.

"Importance of quality assurance, quality assurance helps a company create products and services that meet the needs, expectations and requirements of customers. It yields high-quality product offerings that build trust and loyalty with customers. The standards and procedures defined by a quality assurance program help prevent product defects before they arise" (Gillis, 2020)

Case the problem is in the unit education above with implemented system government it turns out not yet capable To do measurement that performance could see aspect the perception of parents and then existing in unit education, for example (1) student/parent satisfaction during the school measurement satisfaction customers / guardians of students and students, (2) The satisfaction of teachers and employees as well as other educational stakeholders has not become a priority for measuring performance, teacher and employee satisfaction and education stakeholders not yet Becomes priority measurement performance. Condition this make school no knowing by holistic about performance school. Whereas School must could reach performance by comprehensive. (3) student exit survey, satisfaction for alumni (4) special survey for capturing special events related to the quality of teaching and learning, which is conducted tentatively. Survey special for catch incident related special with quality study teaching, doing by tentative.

At the Al Lathif Islamic School Bandung, it refers to studies results preliminary still beginning recommend amount problem in implementation quality at the level unit education as following including (1) policies unfinished quality in accordance with steps guarantor quality externally and internally comprehensive, for example policy document quality still different with standard accreditation, then use Evaluation A different self with those issued by BSNP. (2) Guarantee agency internal quality that is centered to on still considered not yet effective for monitor achievement quality at grass root level. As opinion opinion (Wilborn et al., 1994):

"Quality Assurance and Quality Improvement are both essential elements of comprehensive quality management, and quality assurance embraces quality planning and quality control, with so how is the implementation of the system quality assurance at the education unit level itself will greatly depend on the quality of the planning and quality

control itself where both apply to each element factors that affect operational effectiveness school internal quality assurance as presented in the first consideration section.

(Wilborn et al., 1994) argues that quality assurance includes quality designs and quality control, then effectiveness is also affected with the quality assurance tools used, or in other words in implementation called with system guarantor internal quality of the school

One of the tools measurement evaluation comprehensive work good covers analysis internal and external factors from the Al lathif Islamic School institution is with with use Balanced Scorecard (BSC) method. BSC is one of the method used for measure performance management, method this start introduced at the beginning 1990 in the United States by Robert S. Kaplan and David P. Norton via something research about " measurement " performance in future organization".

in terms of etymologically, the Balanced Scorecard is consist from two syllables, balanced words and scorecards. The word balanced, balanced means balanced. In context this, concept balance in the Balanced Scorecard related to three areas, namely: (a) Balance Among indicator success financial and non- financial. (b) Balance Among internal and external constituents from organization; Stakeholder interests and customers represent constituent external in the Balanced Scorecard, while employees and internal processes represent internal constituents. (c) Balance Among indicator performance lag and leads. Indicator lagg by general represent past performance. Temporary that lead indicator is trigger leading performances in lag indicators, (Dally, Corvazier, Bredoux, Bobe, & Enouf, 2010).

BSC defined by short as framework work translating management organizational mission and strategy into the set size performance that provides framework work for measurement and system strategic management (Kaplan & Norton, 1996). BSC has four perspective, that is finance, customer, business process in enterprise, and the learning and growth process. (Arabaci, 2017) in His research also reveals the Balanced Scorecard method can applied in education. evaluation performance school with Balanced Scorecard approach is expected could resolve various weakness long performance this done at the institution education.

Many programs in the world of education have been implemented by the government, and Al Lathif Islamic School is expected could enhancement quality education at the time crisis, because poor management flexible and inclined decreased. This thing suspected close with problem management (Mulyasa, 2014). Various effort has conducted for increase quality education at Al lathif Islamic School, including increasing curriculum independence, procurement teaching materials, improvement competence of teachers and staff education, improvement management education, effort enhancement management education through approach empowerment school at Al lathif Islamic School in skeleton manage institution education in the era of autonomy regions, an empowerment program appears school through Management Based on School (MBS) is appropriate with Constitution Number 20 of 2003 concerning Article 51 of the National Education System, which states that management unit education child age early education basic education , and SBM education is one of the strategies set by Indonesia as a standard in develop superiority management school. Affirmation this poured in the National Education Act Number 20 of 2003 concerning National Education System in article 51 paragraph 1 that management unit education medium held based on standard minimal service with principle managementbased school. Implemented MBS moment this

expected capable for increase quality education that is also oriented towards the implementation process education, no only oriented to the long - term input this many occurs in schools in Indonesia. MBS aims for increase all performance schools (effectiveness, quality / quality, efficiency, innovation, relevance, and equity as well as access education). By simple held based on standard minimal service with principle Management Based on school. Policy Management Based on School is one form decentralization management selected education with destination for independent school and large could increase quality education national. Policy this implemented with apply fun learning, transparent management, and involving role as well as society.

While the empowerment model MBS implementation with the BSC approach according to (Dally et al., 2010) mentions that the second Integration draft the explain that management strategic that includes observation environment external and internally, strategy formulation, strategy implementation, evaluation and control, is used for anticipate happening change both internal and external, so that Thing the chance for To do empowerment implementation Management Based on school. Whereas Balanced Scorecard approach with four his perspective which includes customer; learning and growth; internal business processes; finance; could used in system control strategic, so occur the part that doesn't inseparable from cycle management strategic.

(David, Cristea, & Hofmann, 2018) and (Rangkuti, 2015) using integration SWOT analysis, BSC is able recommend some strategies, such as To do SWOT analysis, compiling strategy formulation , strategy theme and strategy map, compiling strategic initiatives and KPIs, providing weights and scores, cascading SWOT and Balanced Scorecard, compiling program plans work and budgeting, monitoring and evaluation, improvement performance finance through collection and savings, rejuvenation facilities and infrastructure, and improvement compensation for retention employees, and planning repeat source power man for every team building or appropriate departments and functions with competence and qualifications.

(Dally et al., 2010) and (Wijaya, 2014) state that the BSC is integrated very well with Management Based on school. Internalization of BSC in Management Based on School more good compared measurement based on MBS alone (Fajrin, 2018). Because focus to mission and vision, school could more notice current costs and benefits apply management performance (Chatterji & Patro, 2014) then need innovation and management management by professional in accordance with demands environment, so no left by the customer.

Besides that, the government has also Secrete policy System Guarantee Quality of Education (SPMP) contained in in Permendiknas Number 63 of 2009 concerning Guarantee Education Quality. As listed in Law No. 20 of 2003 concerning system education national Article 50 (1) " Management unit education child age early education basic and education medium held based on standard minimal service with principle management based school /madrasah" MBS is a paradigm new education that provides autonomy area at level school with mean that school free manage source resources and sources of funds with allocate it in accordance with priority needs school.

Still a lot school that hasn't understand draft Management Based on school. This thing because existence potency schools that don't equally so that quality resulting education Becomes varies. In context this need remember that the implementation process management education no miss from evaluation performance school as institution education. Dally (2010:3). In development next, in line with stipulation of PP No. 19 of

2005 concerning National Education Standards (SNP), internally, schools expected To do evaluation performance.

The choice of a balanced scorecard, as approach in study this because at Al lathif Islamic School because with a number of reason among others: (a) from a number of study show that BSC is worthy used in monitoring and evaluation performance institution education but also very good internally and external and satisfactory; (b) BCS can become a tool in MBS implementation is factor knowledge and ability device management still school weak about composing planning strategic institutions and their descriptions in more planning operational so that needed; (Yüksel & Coşkun, 2013); (3) Usage Balanced Scorecard method in measurement performance organization allow implementation measurement performance organization from aspect finance, customer, business process internal as well as learning and growth based on achievements the target that has been set by the organization with refers to the goals, vision and mission that have been proclaimed. The Balanced Scorecard approach can take into account entity as comprehensive function with link vision, mission, institutional strategy, and measurement comprehensive and progressive performance. Purpose and size operational the translated in four perspective that is that is perspective financial, customer, internal business processes, and learning and growth.

Al Lathif Islamic School as organization, have vision, mission and goals to be achieved. Achievement vision, mission and goals organization is largely determined by management to source whole power and holder interests in Al lathif Islamic School. How far is the vision, mission, and goals? organization, assessment, school so that quality education and management school Keep going increase and give satisfaction to whole customers and stakeholders so that quality education and management institution Al lathif Islamic International School education continues increase and give satisfaction to whole its stakeholders.

Based on background behind that and relate with evidence justification to a number of problem special to system guarantor the internal quality of the school, plus again with various research data results beginning and theory before, then need existence Head Performance Analysis Al Lathif Islamic School Dalam Balanced Scorecard Perspective. Goal is for get description performance comprehensive performance compared with measurement performance, which has been conducted with other approaches ever done.

METHOD RESEARCH

Study this use study descriptive quantitative. study this seen from destination is Study this is study descriptive quantitative. Study this seen from destination is study descriptive that is research endeavor describe performance Management Based on Measured school with balanced scorecard approach. View from method data collection, research this is study quantitative where the data that is qualitative transferred to in form number quantitative. Analysis result statistics the displayed return to in language qualitative for more easy understood. If you see from aspect usability or benefit study this is study applied, because conducted with destination apply, test, and evaluate ability something applied theory in solve problems practical.

Data collection is done researcher with method: a Questionnaire. Method Questionnaire is technique data collection carried out with method give set question written to respondent for answered or statement closed (which has been determined the answer). (Sugiyono, 2017). Method this used for get relevant primary data with perspective learning and growth, and perspective customer. b. Interview, Type selected

interview in study this is Interview no structured. Interview no structured is free interview where researcher no use guidelines interviews that have arranged by systematic and complete for collection the data. (Sugiyono, 2017). Interview done in skeleton deepening to results analysis measurement performance for determine Balanced Corecard SWOT analysis. Involved resource persons cover party Director of Al Lathif Islamic School. Head School , Head of Bureau II Division Curriculum and Student Affairs , Curriculum staff , homeroom teacher, teacher as internal sample while Students and Parents , alumni data, as an external sample.

Documentation.

Method this used for obtain related secondary data with perspective financial and internal business process perspective in the form of search document belonging to Al Lathif Islamic School Bandung City in 2021, such as document profile school, result evaluation self school (Evadir), results supervision learning , report realization finance as well as other data, Accreditation Instrument Education Unit (IASP) 2021 used for Accreditation is also Assessment work Annual Head School (PKKS) in 2022 used as reference from preparation of KPI or Key Performance Indicators of Al Lathif Islamic School. IASP 2021, EVADIR and PKKS 2022 point focus on quality graduation, learning process, quality schools, teachers and management school. The data processing and analysis process includes data reduction, data display and retrieval taking conclusion. Data processing and analysis is carried out for get KPIs as well KPI weight for each from KPI AL Lathif Islamic School, as well as get score priority of KPIs.

RESULTS AND DISCUSSION

A. Measurement of Al Lathif Islamic School Bandung with Approach *Balanced Scorecard*

Based on observation could is known that the head of Al lathif Islamic School has qualification education Strata 2 (S2) but now currently continue Strata 3 (S3) Study Program Doctor Educational Sciences while composition power educators and education of Al lathif Islamic School based on The level of education at the SI level is 35, the S2 level is 10, while the S3 level is 6 people. Educators and staff education this originated from graduate of at home and abroad. Exposure analysis results study for measure Al Lathif Islamic School performance with use BSC approach begins from performance perspective finance, internal business process perspective, perspective customer, perspective learning and growth, and finally displayed results whole measurement four BSC perspective so that arranged something analysis Al lathif Islamic School performance based on BSC perspective.

1. Perspective Performance Analysis Finance Al lathif Islamic School Bandung

Measurement to performance perspective finance at *AL Lathif Islamic School* with see performance from perspective provider source of funds and achievement of financial targets as planned by the school. Al Lathif Islamic School is a organization school. Measurement performance his finances conducted with use size performance public. In entity business perspective finance could be measured with refers to income operations, income clean and so on. (Hoque, 2003) It is could understood, because source income school is from APBN funds, BOS (Aid) Operational Students) designed based on Plan Activity RAKS School and Report Realization Budget and Budget School year 2020/2021. Presentation Report Realization Budget conducted with method juxtapose information realization and budget agency government) PP No. 24 of 2005, p . 2). In addition

to funds from BOS, there are also funds from donation monthly students, the participant 's Education Contribution Fund (DSP) educate new, as well as self-funding or other sources as business funds independent school. As for the allocation of donation funds monthly student among them for the honorarium education, because allocation from BOS funds no fulfilled. Allowance other like allowance day feast, wages overtime, bonuses and journey service. Whereas needs means infrastructure funds come from from foundation. Implementation activity School both PHBN and PHBS as well as activities that have been programmed During one year for student, then charged to students and this based on results POMG and committee deliberation school. Enhancement the quality of teachers (educators) is good national nor international party school facilitate travel funds service. For psychological test funding child done every teachings new as well as facility consultation already including funds from DSP. Al lathif Islamic School also does cooperation activity health, entrepreneurship the funding originated from sponsorship with institution that. Enhancement quality students and participation in race national nor international, organizing evaluation formative and summative originated from students.

Allathif Islamic School in Fulfill performance finance based on *Value for Money*. *Value for Money.* is a Suite indicator whose elements is unity from *inputs*, *outputs* and *outcomes*. *Value for Money* applied at Al Lathif Islamic School as a standard for Fulfill principle economical, efficiency and effectiveness the event together.

Based on analysis performance of Al Lathif Islamic School in Bandung. Based on draft *value for money* (Mahsun, 2009) and mahmudi (2010) as following:

a. Economic rate be measured with method compare realization budget shopping with budget targets shopping.

$$ekonomis = \frac{realisasi\ belanja\ operasional}{anggaran\ belanja\ operasional} \times 100\%$$

From the data of Al Lathif Islamic School, it is obtained information that allocation budget includes 10 % rehab, 10% ATK, payment electricity 2.5%, salaries of teachers and employees 50%, no expected 15%, social 2.5%, allowance day Raya 10%, from funds no expected there is remaining 5%. Means spending no expected to be 10%. From calculation the level economy condition Al Lathif Islamic School 's finances reach 95%. With use scale *likert* obtained score score economical, obtained score very economical value Al lathif Islamic School 's finances of 4 including category economical. Based on the Decree of the Minister of Home Affairs Number 690,900-327 of 1996. criteria budget shopping in table 1 as following following:

Table 1
Criteria Measurement Economical

Percentage	Scale	Category
< 100%	5	Very Economic
90% - 100%	4	Economical

80% - 90%	3	Enough Economical
60% - 80%	2	Less Economical
< 60%	1	Not Economical

Reason performance finance character economics at *Al lathif Islamic School* Bandung, because see realization shopping operational from budget shopping no occur *spending less,* that is realization shopping operational more small than the set budget, Process activities operational with use source sufficient resources and funds.

b. Effectiveness measurement effectiveness organization public with use draft *value for money* is connection Among *outcome* with purpose.

In organization school for evaluate results no could obtained by direct because the product in graduate of so that need time certain who have planned in school strategic planning. (Mahsun, 2009) explains in measurement effectiveness organization public could seen with measure level *output* obtained school to revenue targets or income that has been planned. In context level expenditure is realization revenue / income school based on amount accommodated students at school that. Based on table budget and realization finance Al lathif Islamic School above could calculated level effectiveness finance as following :

$$efesiensi = \frac{realisasi\ belanja\ operasional}{realisasi\ pendapatan\ usaha} \times 100\%$$

From the above calculation, the realization income school exceed revenue target school as big as by 10%. Effectiveness level Al lathif Islamic School 's finances are 90% in other words, Al lathif Islamic School Bandung is able to produce income school as big as than budgeted because there is self-supporting parents who do n't permanent besides

SPP and also business funds independent school. With use scale likert so obtained score the effectiveness of Al lathif Islamic School is 4 or could categorized as effective. Minister of Home Affairs Decree No. 690.900-327 of 1996, criteria effectiveness budget shopping as following:

Table 2
Measurement Scale Effectiveness

Percentage	Scale	Category
< 100%	5	Very Effective
90% - 100%	4	Effective
80% - 90%	3	Enough Effective
60% - 80%	2	Less Effective
< 60%	1	Not Effective

c. Efficiency from report comparison budget and realization Al lathif Islamic School 's finances can be calculated level efficiency as following :

$$Ekonomis = \frac{Realisasi\ belanja\ operasional}{anggaran\ belanja\ operasional} \times 100\%$$

Based on above calculation could rated that level efficiency Al lathif Islamic School 's finances by 95 percent. This figure have have meaning that amount shopping operational school more small compared income school, in Thing this more small or occur savings by 5 percent per month or with use scale likert score efficiency finance Al lathif Islamic School in in category efficient with score score 4. Decree of the Minister of Home Affairs Number 690,900-327 of 1996, criteria budget shopping as following :

Table 3
Measurement Scale Efficiency

Percentage	Scale	Category
< 100%	5	Very Efficient
90% - 100%	4	Efficient
80% - 90%	3	Enough Efficient
60% - 80%	2	Less Efficient
< 60%	1	Not Efficient

With thereby measurement performance Al lathif Islamic School Bandung 's finances can be declared table following :

Table 4
Perspective Performance Recapitulation finance Al lathif Islamic School

Percentage	Percentage	Scale	Category
Economy	95%	4	Economical
Effectiveness	95%	4	Effective
Efficiency	95%	4	Efficient
Total		12	

2. Perspective Performance Analysis Customer

Perspective customer support company for align Among satisfaction, loyalty, retention, acquisition, and probability with customers and target market segments (Kaplan & Norton, 1996)

By short perspective customer looking at that in To do calculation performance something performance organization with see how much big number satisfaction acquired customers from services provided organization. With knowing number this, organization could knowing that the level satisfaction consumers, because big small level satisfaction consumer will determine is consumer will switch or no switch in use product or services offered organization / school. (Koesomowidjojo, 2017). School must strive give satisfying service to students During follow the learning process at school. Satisfaction customer to service education provided by the school will have *multiplier effect* to another BSC perspective. In context organization school, customer main are students. School should have good service *quality,* as effort answer all needs students. Destination main is give satisfaction students, build loyalty students, improve power accommodate student to Al lathif, build *brand awareness* (awareness brand) against Al Lathif Islamic School. For knowing perception students and parents (customers) against services provided by Al lathif Islamic School, author

use instrument in the form of representative questionnaire/questionnaire perspective substitute according to (Zeithaml, Bitner, & Gramler, 2009) and based on Evadir and IASP, (2020) and SNP Monitoring Instruments:

a. Perspective Performance Analysis Customer to appearance Al Lathif Islamic School (Dimension Tangibility)

Aspect *tangibility* (display physical / form) in service *Al Lathif Islamic School* cover facility physique in the form of room study air conditioned or use fan wind and location very strategic learning in the city of Bandung. According to data from government and the results of the Al Lathis Islamic School questionnaire have been crowned as " school " comfortable and healthy" thing this also depicted from results details Questionnaire questions items 1 to 30, regarding by means the amenities are comfortable, healthy, cool. all item question about item below, obtained direct from information respondent or customer to Tangibility Al *lathif* Islamic School Thirtieth item question for measure satisfaction on dimensions *tangibility* cover question about condition laboratory language (English, Arabic and German) (95%), Science Laboratory (physics, biology and chemistry) by 95%, room computer there are 2 (two) rooms computer with with 70 workstations in total be equipped with LCD Monitor and device computer with *Intel Processors* generation latest. The computer room is also equipped Network *LAN* and Internet, Routers, to to the Server, that is *Mail Server, File Server,* and *Web Server* as well as *e-learning* facilitated room study *blended* LMS based. Besides device hard, the computer is also supported by the collection device complete software for destination research, development, and simulation. (98%). art room consist from art music, dance, art theater, literary arts by 95%, space gymnastics, volleyball, basketball, feather badminton, silat, archery, horse riding (still cooperation), scouts by 95%, space tahfidz quran , and study qitab by 98%, space Skills such as, keputrianan (sewing , catering, cooking) by 95%, space entrepreneurship (entrepreneurship) by 97%, space cooperative by 96%, space catering by 93%, podcast space provides the answer is 98%, the UKS room is 95%, the room Head School by 95%, Deputy Chief 's room 95% school, tsaha administration room (TU) 95%, teacher room 95 % , BP teacher room (Guidance) Counseling) by 93%, Practice Room (95%), room everything use (95 %), toilet room / WC (96 %), student council room (Organization Intra- School Students) by 94%, room prayer (Masjid / Mushola) (98%), room parking (95 %), Cleanliness and appearance building by 98%, learning media (95%), clothing staff administration staff teacher including security guard (95%), *Green School* 94%, school convenient (98%), Location / location very strategic school by 98%. Total analysis results performance perspective customer to appearance physique by 96% classification rating according to (Sugiyono, 2017) categorized as very good.

b. Perception Customer to Reliability (*Reliability)* in Deliver / Execute Promised Service (Dimension reliability*)***.**

Dimension *reliability* that is ability and reliability school give service concern power educator and education in help student in accordance with what was promised. In the research this dimensions *reliability is* measured based on response respondent customers (students) to item existing questions street instructor questionnaire. Recapitulation response respondent to related

questions with ability school for give service in accordance with an accurate and reliable. Performance must in accordance with hope customers (students and parents) who means accuracy time, same service for all customer without mistakes, sympathetic attitude, and with high accuracy. There are 13 component items school *reliability*, namely recapitulation response respondent to related questions with level satisfaction customer in dimensions this, measured based on response to question in questionnaire include : school in give services that include : employees administration (administration) in give service by 85%, the teacher 's accuracy in start lesson by 98%, teachers are able complete problem student by 98%, teachers do not To do error by 95%, ability service officer library by 85%, the teacher 's ability to explain Theory learning 96%, the ability of guidance and counseling teachers and psychologists in operate service by 95%, students could dig and develop interests and talents through miscellaneous activity extracurricular and development self other by 90%, school must To do training and refraction of 5 S (Smile, greeting, greeting, polite, and courteous) to employees and teachers. (behave) karimah) by 92%, did training learning standard national nor international for good teachers in the field of knowledge knowledge, technology, tahfidz bersanad by 99%, sync curriculum foundation (tahfidz), cambridge, with Diknas / Ministry of Religion (97%), discipline and planting character to participant educate by 92%, distribution talent interest and interest in accordance ability student by 96%. %. Total analysis results performance perspective customer to reliability (*reliability)* in give / carry out promised service (dimension reliability*)* of 94% classification rating according to Sugiono, (2013) categorized as very good. This thing show customer feel satisfied to services provided by Al Lathif Islamic International School Bandung.

c. **Perception Customer to Al Lathif Islamic Responsiveness (Responsiveness Dimension)**

Responsiveness or responsiveness that is something will for help and give fast (responsive) and precise service to customer (shiva), with delivery clear information. Let consumer wait without existence something clear reason cause negative perception in quality service.

Measurement to level satisfaction customer to responsiveness in provide service related with ability or response school in serve to possible difficulties faced by students. In study thisdimensions responsiveness be measured with method analyze response respondents (students) to item question for measure:

(1) Teacher 's response to difficulty experience learning student of 89% consisting of from:
   - Increase database system difficulties student
   - Mapping data needs student in study at school
(2) Convenience contact the teacher if the students want something information by 91% in
   - Increase access communication with tool communication
   - Increase website and e-learning facilities for tool communication learning
   - Increase mobile phone facilities as tool student teacher communication (whatsapp , telegram, email, etc.)

(3) Response student to ability or responsiveness school in give service to students by 93%

(4) Ability or responsiveness school in give service as soon as possible to students on complaint or problems faced by students in learn it by 91%

(5) Teacher always give fast response to difficulty experience learning student like not enough concentration, achievement down, adapt / get along with friend at school by 88%

(6) teacher 's accuracy in give solution on difficulty study by 85 %

(7) Response on easy contact the teacher for get information needed student by 92%

(8) Teacher gives right solution on problem or difficulty learning faced by students to teacher 's ability in give right solution to problem study student by 90%

(9) facilities for teachers to found or met by students for get information needed by 91%

Total result rate satisfaction customer to Al Lathif Islamic Responsiveness (Responsiveness Dimension*)* in give / carry out promised service to responsiveness in provide service score by 90% with weight 5. Meaning customer feel very satisfied to services provided by Al Lathif Islamic School.

d. **Perception Customer to Empathy Al Lathif Islamic Dimension Empathy in services covered by the ability:**

(1) Teacher / employee in give individualized attention to students and understand needs and wants student by 89%

(2) Relate with teachers and staff in serve students, teacher services and employees to student with polite, and teachers with happy heart hear complaint student about difficulty learning faced by 93%

(3) Good manners karimah in aspect courtesy of teachers and employees in serve by 90%

(4) Teacher and employee services to student with happy heart and sincerity by 91%

(5) School understand parents wish student by 92%

(6) Study hours teach in accordance with parents wish student by 90%

(7) School always coordinate with parents (POMG) and the Committee School before take policy by 90%

Total result rate satisfaction customer to dimensions empathy in give and carry out promised service score by 91% with weight 5. Meaning customer feel very satisfied to services provided by Al Lathif Islamic School.

e. **Perception Customer to Ensurance Al Lathif Islamic School (Dimension Insurance) in services covered by the ability:**

Dimension *Insurance*, or guarantee and assurance that is knowledge, courtesy and ability of employees at school for foster a sense of trust of customers (students and parents) to school and the comfort of parents. (Zeithaml et al., 2009).

Dimension *Insurance* consist from a number of component including communication, responsibility responsibility (credibility), security, competence, have soul strong leadership and have clear and polite vision polite.

In study this level satisfaction customer be measured in organize the learning process is

(1)   School value all profession parental / guardian occupation of 95 %
(2)   School treat parents / guardians of students polite and courteous by 93%
(3)   teachers have ability appropriate in teach by 91%
(4)   Quality use of labs and facilities as well as other infrastructure by 96%
       - Increase speed handling complaint / damage tools and means - To do modernization tools in the lab room (other facilities and infrastructure).
(5)   students have awareness for *Ubudiyah* (worship) by 94%
(6)   Character morality karimah (visiting tall score moral values) by 96%
(7)   Memorize at least 6 Juz of Al Quran for elementary school level (elementary school) by 92%; JUNIOR HIGH SCHOOL 9 juz by 91%; High school boarding school and special programs bersanad 30 Juz by 89%
(8)   Happy study and read as well as memorize the quran, durus qutub, (fiqh, hadith, nahwu, sharaf, sirah, interpretation), Science and technology by 88%
(9)   Able to communicate good by spoken and written language arabic and language England by 90%
(10) Memorize hadith hadith arbaine annawawi and memorizing feathers marom by 91%.
(11) Have a Cambridge, National and Al -Quran diploma bersanad by (89%)
(12) Memorize dhikr and prayer after pray mandatory and circumcision by 96%
(13) have soul strong leadership and have clear vision by 92%
(14) have Skills life for interests and talents special high school 91%
       Aspect satisfaction customer on serviceAl Lathif Islamic School can recapitulated according to Sugiono 2013 can categorized as very satisfied , with use scale measurement from Sugion

Table 5
Measurement Scale Perspective Customer

Value (Percentage)	Scale	Category
84.01% - 100%	5	Very Satisfied
68.01% - 84%	4	Satisfied
52.01% - 68%	3	Enough Satisfied
36.01% - 52%	2	Not Satisfied
20% - 36%	1	Very No Satisfied

Total result rate satisfaction customer **Dimension Insurance in services covered by ability** in give / carry out promised service score by 92% with weight 5. Meaning customer feel very satisfied to services provided by Al Lathif Islamic School.

3. Performance Analysis of Al Lathif Islamic School 's Internal Business Process Perspective

Measurement performance perspective internal business done with analyzing secondary data results Evadir year 2021/2022. Have three indicator for measure performance These are: innovation, processes / operations and services full sell.

a. Innovation

Related with quality product curriculum presented then To do synchronization curriculum by routine and deep, deep Thing this: curriculum excellent school that is reflected in Evaluation Self School on Content Standards. Al lathid Islamic School is International Islamic School with Cambridge curriculum that blends Among knowledge knowledge, technology, Islam and the tahfidz program bersanad to rosulullah with blow up Islamic education in formation character. Innovation curriculum for more awake quality quality, school work same with AL Azhar University Cairo and Darul Quran Wa Sunnah Gaza Palestine, Cambridge University. Enhancement relevance curriculum with the business world. Quality service and learning. increase quality implementation learning remedial and enrichment. Result of Evadir 2022/2023 average score of 97.27%, if measured scale likert obtained score 5 then categorized as very good.

Table 6
Innovation Performance Scoring Method

Content Standard Score Achievement in EDS	Score	Category
81-100%	5	Very Good
61-80%	4	Well
41-60%	3	Enough Well
21-40%	2	Not good
0-20%	1	Very No good

Source : Sugiono 2010, processed return

b. Improved Operational Process Performance

Process is indicator ability school in carry out the learning process quality teaching in accordance with needs and demands customer. The indicators used for measure process performance is results Evaluation Self School 2021/2022 on National Education Standards related to school internal business processes, namely:

Process Standard, Standard Competence Graduate, Standard Educators and Education Personnel, Facilities and Infrastructure Standards, Standards Management, and Standard Educational Assessment. From the results of the EDS and PPKM/S (Annual Performance Assessment of Madrasas/ Schools) in 2022, it was obtained percentage achievement component The later National Education Standards percentage achievement the components of the SNP conducted weighting with scale likert. Percentage the achievement of each SNP component is obtained with compare value obtained with score maximum of each standard. Then score the weighted in accordance defined category as seen

in the table below this: Based on explanation that and in skeleton make it easy implementation measurement performance innovation so gift score to level performance conducted based on performance scoring table Al Lathif Islamic School 's innovation is shown in the table following:

Table 7
Operational Process Performance Scoring Method

National Education Standard	Percentage Achievements in EDS	Score	Category
Process Standard	97	5	Very Good
Standard Educators and Education Personnel	98	5	Very Good
	97	5	Very Good
National Education Standard	**Percentage Achievements in EDS**	**Score**	**Category**
Facilities and Infrastructure Standards	97	5	Very Good
Standard Competence Graduate of	98	5	Very Good
Standard Management	96	5	Very Good
Quantity 585		5	Very Good

c. Service Full Sell

Service this is ability school weave connection with alumni, business and industry. Indicators used is *website* schools, alumni organizations, and alumni tracking. Based on explanation the for make it easy implementation measurement from third performance the so required scoring for each indicator as following:

Table 8
Scoring Method on Service Performance Full Sell

No	Assessed Aspect	Aspect Score Indicator	Score
1	Alumni Organization	5. There is an alumni organization, very active 4. There is an alumni organization, active 3. There is an alumni organization, enough active 2. There is an alumni organization, not active 1. No alumni organization _	5
2	Search data aluminum	5. There is traceable data , 75-100 percent complete . 4. There is traceable data , 5075 percent complete 3. There is traceable data, 25-50 percent complete 2. There is traceable data, 0-25 percent complete 1. No trace data	4

3.	School website	5. There is a website, the information is very *up to date*	5
		4. There is a website, information *up to date*	
		3. There is a website , information enough *up to date*	
		2. There is a website, information no *up to date*	
		1. No have a website	
	Amount		**14**

Then from the scoring results are then averaged, with use scale likert performance service full sell could categorized as very good, as following :

Table 9
Category Service Full Sell

Average Score	Category
4.2 – 5.0	Very Good
3.4 – 4.1	Well
2.6 – 3.3	Enough Well
1.8 – 2.5	Not Well
1.0 - 1.7	Very not Well

Source : Sugiono 2010, processed return

Measurement performance internal business consists of from three aspect measurement, namely: innovation, internal processes, and alumni services (full sell). With thereby measurement performance of internal business processes for third aspect could seen in the table following:

Table 9
Business Process Performance Measurement Scale
Internal

Aspect	Scale	Category
Innovation	5	Very Good
Internal Business Process	5	Very Good
Service full Sell	4.6	Very Good

Source: Sugiono 2010, processed return

CONCLUSION

It is obvious from the foregoing discussion that while constitutionalism has assumed new prominence in West Africa in the last two decades, compliance with the constitutions and the law is often vulnerable and minimalist, rendering ineffective the basic constitution-guaranteed rights and freedoms. Under the circumstances, a lot more needs to be done both at the level of ECOWAS and within member states in translating the rhetoric on democratic governance and stability into practice.

At the sub-regional level, the following should be made priority:

ECOWAS should design ways to mitigate elements that lead to political breakdown and coups. Issues which should be of regional concern include clear breaches of the

constitution by a state's own government, rigged or suspect elections, clear and significant breaches of human rights including exclusionary practices, high and continuing level of corruption.

ECOWAS should monitor the constitutions of member states to ensure that they abide by regional standards with particular reference to term limits. To this end, the Secretariat is to prepare annual reports on transparency and good governance in each of its member states.

The ECOWAS Parliament as presently has practically no oversight role and lacks powers to enforce its decisions and to elicit compliance from member states. To be effective, therefore, the ECOWAS Parliament should be empowered to censure erring governments and to have the power to order international investigation into reported and suspected cases of human rights abuses.

Within each member states, the following should be prioritized:

The government needs to accept a tacit level of supervision of their domestic politics by other states within the region, permitting regional mediation between governments and opposition forces, a measure of external pressure where this is needed to induce compliance.

There is also an urgent need for social dialogue among stakeholders in the political process to ensure the minimizing of bitterness, avoiding the stigmatization of others, and broad consensus on the rules of the game. The introduction of inter-Party Advisory Committee which has worked so well in Ghana is recommended. To ensure some level playing ground, it is essential that there is some form of state funding of political parties.

Civil societies should be empowered not only as a means of expanding political participation but also to promote popular vigilance and enhance the watchdog role of civic actors and citizens groups. The massive and vigorous manner in which the National Civil Coalition against Third Term Agenda in Nigeria pressured the national legislature to reject the amendment to lift the two-term is worth emulating.

In conclusion, the constraints that persist in the form of institutional resources and of socio-cultural practices need to be addressed, if the vision of a truly representative and participative system is to be fully translated into reality. In particular, West African leaders should be constantly reminded that power entails responsibilities to protect, care for and be accountable, to the people. What is required within the sub-region is not the mere trappings of democratic changes, but a change of mentality by leaders in particular and West Africans in general, consistent with constitutional rule and better appreciation of the rule of law in a modern state. The success of the governance protocols depends on the democratic credentials and actions of their subscribers. And on this matter, ECOWAS should not glorify itself with half-victories.

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