

Strategy of the School's Principal in Improving Learning Management Excellence at SMA Negeri 1 Gunung Megang

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Abstract: This study describes in depth the Principal's Strategy in Improving Learning Management at SMA Negeri 1 Gunung Megang. This study uses a descriptive qualitative approach. Data collection was carried out using interview methods, observation methods, and documentation with research instruments in the form of observation guidelines and interview guidelines. Data analysis techniques include data reduction, data presentation, and conclusion drawing, research informants namely the principal, deputy principal, and teacher. The results of the study show that: (1) Implementation of Learning Management at Gunung Megang 1 Public High School includes all implementation and activities carried out in a transparent and open manner and then always coordinates with the school committee and involves both academic and non-academic (2) Supporting factors in the leadership of school principals in SMA is the support of all teachers and staff, (3) supervision carried out by the principal at SMA Negeri 1 Gunung Megang, Muara Enim Regency, always evaluates every activity.

Keywords: Learning Management, Principal, Strategy

A. Introduction

The term management has many meanings depending on the person interpreting it. Hasibuan and Mudjiono (2011) say management come from the word to manage which means to organize, manage, implement, manage. Experts define management according to the emphasis being analyzed.

The principal is an important figure in formulating the school's vision towards quality management. Therefore, the principal's managerial function has a big role in efforts to improve the quality of learning in schools. As found by Sergiovanni (2011) that the quality of education received at school will produce quality learning as a product of the managerial effectiveness of the school principal.

Thus, school principals are required to have the ability to transform ideas and imagination as well as big desires through ideas in the form of effective and efficient strategies. Because a quality school is very dependent on the principal's leadership pattern, because he is the highest leader in the school and he is the one

who can make decisions in all matters. Therefore, school principals must play an active role in increasing the excellence of learning management.

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Several studies have examined the strategies of school principals which include coaching distance or online learning, increasing the quality of learning in schools with a fun learning environment and mutual respect (democratic) teachers also use more learning methods so that the atmosphere is more enjoyable, improving better education in accordance with the policies in order to improve education that have been made by the government including No. 19 of 2005 concerning National Education Standards, Permendiknas No. 16 of 2007 concerning teacher competence and the availability of infrastructure and students in carrying out the teaching and learning process.

This research was carried out at SMA Negeri 1 Gunung Megang. The researcher chose SMA Negeri 1 Gunung Megang as the research location because SMA Negeri 1 Gunung Megang is one of the schools that has excellence in Gunung Megang District. Since 2010 SMA Negeri 1 Gunung Megang has obtained Accreditation A. The school's infrastructure for class facilities is quite good, because each room has a fan, two blackboards, a cupboard for storing learning media and many trophies that can be seen in the special room (Douglas & Jaquith, 2018). The school is also strategic because it is located close to the main road so that many students can enter the school.

From the results of school observations from 20 to 22 June 2022, researchers found several strategies for school principals to increase excellence in classroom learning management and teacher abilities when managing classes. Then the principal supervises as to improve teacher performance in the learning process in class. The results of the observations carried out by the researchers found that some students seemed to be doing a lot during the learning process such as asking permission to leave the class (Thomas, 2002), and were occasionally seen talking in class with their peers during the learning process without paying attention to the teachers in the class so that class becomes less conducive. It turns out that judging from the background of the students' parents, many of the parents dropped out of school or did not go to school, but they were more enthusiastic about sending their children to school so that they were smarter than their parents because according to one of the student guardians, education was more important.

Based on the description above, the researcher is more interested in taking the title Strategy of the School's Principal in Improving Learning Management Excellence at SMA Negeri 1 Gunung Megang.

B. Methods

The research method used is a qualitative method (Sofaer, 1999; Hignett, & McDermott, 2015). This research was conducted at SMA Negeri 1 Gunung Megang. The time for the research was carried out from January to February 2023 covering preparation activities, data collection, data analysis to making research reports from January to February 2023.

The informants taken by the researchers were the principal of SMA Negeri 1 Gunung Megang, teachers of SMA Negeri 1 Gunung Megang, vice principals, student representatives, representatives of infrastructure facilities, teachers and administrative staff and those who could provide accurate information relating to researchers. The data collection techniques are described as follows 1) observation, 2) interview, 3) documentation, 4) triangulation. The following are the analysis steps in the Miles & Huberman chart data collection 1) data reduction, 2) data presentation; and 3) conclusion drawing and verification.

C. Results and Discussion

Gunung Megang 1 Public High School is one of the Upper Middle Schools (SMA) located in the city of Muara Enim, Gunung Megang District, namely Mount Megang, which is located at Gunung Megang state road, Gunung Megang District, Muara Enim Regency, Postal Code 31351, has many extracurriculars or extracurriculars, namely scout, PASKIBRA, PMR, art studio, spiritist, volley ball, basketball, futsal, and football. Gunung Megang 1 Public High School, was established in 1988 under the name Gunung Megang 1 Public High School in Gunung Megang, occupying an area of 7,963 square meters m² on a grant from the Gunung Megang community. This school is a New Building Unit (UGB) in Gunung Megang District, because it is still a filial building for Gunung Megang State High School, the Principal and the teacher come from Gunung Megang 1 Public High School (In 2022 it will become UPT SMA Negeri 2 Muara Enim) plus honorary teachers pure. At that time the head of Gunung Megang 1 Public High School was held by A Djazuri BA and as the implementation of the duties of the Principal at Gunung Megang was Kasdadi, BA teacher of Gunung Megang 1 Public High School. In 1988 with SK. Minister of Education and Culture Number: 052/0/1988 dated 18 February 1988 assigned A Djazuri BA as the first Definitive Principal at Gunung Megang State High School also with the SK. The nationality and operation of SMA Negeri 1 Gunung Megang Sugih Number: 052/0/1988 from the Minister of Education and Culture dated 1988.

In the first two years the school only accepted two study groups and starting in the third year four study groups were accepted, this was due to the limited space it had, gradually onwards accepting four study groups so that until now there have been twenty-nine study groups according to the number of rooms owned also the addition of other infrastructure facilities gradually.

With the existence of a definitive school principal, the teachers and staff who originally had the decree from SMA Negeri 1 Gunung Megang in Gunung Megang then straightened out to become SMA Negeri 1 Gunung Megang . Gunung Megang State High School has experienced several changes to Principal A Djazuri BA. He served as Principal of Gunung Megang State High School until 1993, then starting November 29, 1993 he was replaced by Drs. Sulaiman Ahmad who served until January 1996. Then starting from 14 November 1996 he was replaced by Drs, M Sidik A moekti, on 1 December 1998 he was replaced by Drs Imran, on 29 September 2000 the school principal was replaced by Drs Arpuddin, on 9 September 2001 the principal the school was replaced by Drs Satriawan, on March 11 2004 the school principal was replaced by Dra Sulastri Hayani, on July 8 2006 the school principal was replaced by Dra Juhal Jambak, on November 11 2010 the school principal was replaced by H Sukisno Muhadi, S, Ag, M.Si , and on March 4 2013 the position of principal was Drs. Firmansyah, M.Si until now.

State of Students and teachers

State of Students at Gunung Megang 1 Public High School in the 2022/2023 academic year. The number of classes X, XI, and XII is 29 groups consisting of 10 classes for class X as many as 406 people, class XI is divided into 2 majors, namely there is a science department and there is a social studies department for the science department there are 5 groups with a total of 179 students and there are 5 social studies majors with 177 students, so class XI is 10 groups with natural science and social studies students, namely 356 people, and class XII is divided into two majors as well as science and social studies, namely for science majors there are 161 people and for social studies majors there are 163 people with a total of 324 science and social studies majors, then the total number of students is 1,087 (one thousand and eighty-seven) people consisting of 597 female students and 489 male students for the 2022/2023 school year.

While the number of teachers and staff at SMA Negeri 1 Gunung Megang is 81 people consisting of 1 school principal, 1 curriculum representative, 1 student representative, 1 community relations representative and 1 infrastructure and facilities deputy teacher, and 31 civil servant teachers/ ASN, 2 administration staff with PNS status, 48 people with honorary teacher status, administrative staff, school employees and so on.

Infrastructure

Gunung Megang 1 Public High School with a land area of 16,075 m² and a building area of 1,788 m². The building consists of 1 floor which is used for 27 classrooms, 3 laboratory rooms namely physics, chemistry, and biology, 1 teacher's room, 1 administration room, 4 deputy principal's rooms, 1 school principal's room, 1 prayer room, 1 room library, 1 computer room, 1 volleyball court, 1 basketball court, 1 UKS room, male and female teacher toilets, female and male student toilets, healthy canteen, parking lot. Then to support the smooth teaching and learning process the school facilitates infrastructure, namely

Data Presentation

1) Planning to Increase Learning Management Excellence at SMA Negeri 1 Gunung Megang.

Planning activity is the process of determining and utilizing resources in an integrated manner which is expected to support the activities and efforts to be carried out implemented efficiently and effectively in achieving goals. In the context of learning planning can be interpreted as the process of preparing subject matter, using learning media, using learning approaches or methods, and assessing in a time allocation that will be carried out at a time that we will achieve and goals. This planning activity is also to improve learning management at SMA Negeri 1 Gunung Megang and to get a goal that we want to achieve as much as possible. Without careful planning it is impossible for these activities to run well and smoothly and the goals can be achieved.

Based on the results of interviews regarding how planning activities improve learning management at SMA Negeri 1 Gunung Megang by Drs. Firmansyah, M.Si on January 11, 2023 as the school principal, it was confirmed that the activity of compiling short-term and long-term programs at the beginning of the year carried out by school principals, teachers, school committees, and some of the community at the beginning of each year always makes short-term programs and makes long-term and Annual Work Plan (RKT) programs.

Furthermore, regarding the various activities of the school principal as stated by the principal Leni Niarti, S.Pd (Interview, 12 January 2023) stated that from short-term, medium-term and long-term programs, I try to translate into detailed plans, for example plans for structuring school administration that already have concepts, such as student administration, learning administration, financial administration, and administration concerning personnel, of course the plan aims to make improvements to the administrative implementation that is already underway, as well as to make it

easier for all staff to be able to work properly and carry it out. In line with this statement, after conducting an interview with Rita Erlina, SP on January 13, 2023, stated that even though the administrative implementation here is quite good, the principal wants the administrative arrangement to be carried out neatly, and the implementation can be more orderly, especially financial and personnel administration, for example the school principal's financial administration and making plans to document all financial evidence and bookkeeping properly, then also documentation with staffing, especially concerning the assignment of teachers and staff, the principal always wants all teacher and staff assignment decisions to be properly archived.

The school principal's planning is related to efforts to work together with teachers and staff routinely carried out by the principal in weekly monitoring, namely every Friday after learning is finished, while monthly meetings which are held routinely by each teacher and staff are planned for Tuesday on Sunday. the first time every month while the semester meetings are held before and after the semester exams in the annual plan are scheduled before the new year and after the semester final exams.

2) Implementation in Improving Learning Management Excellence at SMA Negeri 1 Gunung Megang.

This was emphasized again by the principal Drs. Firmansyah, M.Sc, from 11 to 17 January 2023 regarding how to implement learning management in schools, stating that From my observations about the implementation of learning management at Gunung Megang 1 Public High School it is quite good, but from my position as the principal or as a manager I always understand everything that is around the school starting from the condition of students, teachers, facilities and staff and the school committee especially does not forget to always work well with teachers, staff, school committees, parents of students and the school environment. Furthermore, the researcher interviewed the research subject, namely teacher Mrs. Evi Yuniarti, SH, on January 11, 2023 with the same question What are the learning management facilities and infrastructure at school that policies taken by school principals to be able to improve existing infrastructure in the school environment and classrooms which currently have 27 classes, repair damaged toilets, build school canteens and repair UKS rooms.

From the description above, it can be concluded that the various programs carried out in schools are included in the short-term program at SMA Negeri 1 Gunung Megang. With a comprehensive short-term program covering the general fields, namely (a) academic and non-academic fields, (b) organizational management including organization, administration and school management, (c) KBM field of

teaching and learning activities and evaluation of teaching and learning activities, (d) the education staff sector includes teachers and administrative staff, (e) the school environment sector includes 10K, (f) the school facilities sector, (g) the student affairs sector, (h) the Cooperation sector includes cooperation with school committees, cooperation with community shops and collaboration with parents of students.

3) Supporting and Inhibiting Factors for the Principal in Improving Learning Management Excellence at SMA Negeri 1 Gunung Megang.

Various supporting factors for a school principal in leading the Senior High School (SMA) level, namely supporting factors that come from within the school and supporting factors that come from outside the school. Supporting factors originating from within the school are teachers, infrastructure, staff, and students while supporting factors originating from within the school are the Education Office, MKKS Muara Enim district, the community, parents, and the school committee.

When interviewed about what are the supporting factors in improving learning management Drs. Firmansyah, M.Si as the principal of SMA Negeri 1 Gunung Megang on January 12 2023 stated that all the teachers in the school environment all support the policies set by the school, even though there are still teachers with a lot of honorary status, the teachers really support the work programs that are made, because the work programs involve teachers so that teachers feel they are partly responsible for implementing them and have it becomes a habit for teachers during semester breaks and at the beginning of the semester to make teacher administrations even though they haven't fully made lesson plans and whatever has become school policy to be able to carry out improving learning management in the Gunu Megang 1 Public High School environment then honorary/wiyata filial piety even though there are still many teachers honorary status is considered the obligation of a teacher, as well as infrastructure.

Discussion

1. Principal's Strategy in Improving Learning Management Excellence

The principal makes plans and programs to improve learning management (Fuller et al., 2017) in the classroom at SMA Negeri 1 Gunung Megang. Program planning activities at school principals and people trusted by school principals or people who are willing to work with school principals, whereas formal planning is carried out only once a year at meetings for preparing the Budget Plan and School Activities (RKAS), Annual Work Plan (RKT), the Medium-Term Work Plan (RKJM) which is carried out once a year since the beginning of the new year. Apart from that, the

initial meetings before the implementation of the activities carried out conditionally and in accordance with the need to hold meetings to discuss the implementation of school programs and then always do not forget to supervise teacher learning management activities in class.

Then for planning activity programs must be in accordance with the vision and mission of the school (Priyambodo & Hasanah, 2021). Because to realize the school's vision and mission, there are determined strategies that contain activities in realizing the school's vision and mission. Based on the description of research findings and theories related to the principal's strategic planning in improving learning management excellence at Gunung Megang 1 Public High School, it is necessary to carry out more structured activity planning and activities must also be documented at school.

2. Implementation of the Principal's Strategy in Improving Learning Management Excellence at Gunung Megang 1 Public High School.

There is also a mentoring program for teachers, and student development in the form of OSIS and extracurricular coaching, namely program activities such as student cooperatives, scouts, dance, sports, PMR, Paskibraka. In addition, all the participation of the school community is needed. The school management planning activities at SMA Negeri 1 Megang are: (1) Socializing what is done by the principal, teachers and school committee to the community through meetings to advance the school; (2) Meetings planned by the principal and teacher council; (3) Meetings conducted by school administrators. (4) Joint meetings between school principals, teachers, and committees and then community leaders.

The process of planning activities or preparing school programs by involving the entire teacher board to encourage openness and will emphasize the minimum possible level of planning errors. These activities were carried out by the principal in accordance with the theory put forward by. According to Singal et al., (2021) which states that one of the roles of the school principal has many functions, including the following: as a manager, the school principal must implement managerial functions by carrying out the process of planning, organizing, actuating and coordinating. Planning activities are carried out carefully and are discussed regularly and openly by involving all relevant elements, namely the principal, teachers, committee, and parents of students namely: annual/short term program (1 year), medium term program (4 years), and long-term program (8 years).

In carrying out teacher learning management using various strategies so that administration can run well such as in making a teacher's administration, namely making a Learning Implementation Plan (RPP), the RPP is structured in order to

prepare the teacher when learning is related to the process of making a syllabus, learning objectives, learning materials and methods used when the teacher is in the classroom. This is in accordance with the presentation of the results of the author and one of the subject teachers at SMA Negeri 1 Gunung Megang.

Teachers and staff at SMA Negeri 1 Gunung Megang, apart from preparing lesson plans and other administration, lesson plans also attend training courses such as PPG and workshop which are attended by teachers in order to increase the professionalism of an educator. By participating in this training, you can add insight and knowledge in preparing the independent curriculum, which previously used the 2013 curriculum which required the teacher to become a facilitator for students (Jagtap, 2016), before implementing the independent curriculum there was already an appointed teacher to take part in the curriculum training.

Planning prior to actual learning so that administration can be well-directed, so both teachers and staff at Gunung Megang High School have been required for all administration to be neatly arranged so as to facilitate all matters and strategies according to my observations so far in improving learning management it has been proven good and neat though not perfect. The principal's strategy in carrying out learning management at Gunung Megang 1 Public High School is fairly good according to the presentation from the interview results above.

3. Supporting and Inhibiting Factors for the Principal in Improving Learning Management Excellence at SMA Negeri 1 Gunung Megang.

The supporting factor that stands out from the leadership of the principal at SMA Negeri 1 Gunung Megang, Muara Enim Regency, is the support of all teachers and staff even though they are still on honorary status, the support of the school community is not forgotten regardless of the role of the principal who has the ability to form teamwork to *work* together with teachers and staff as well as to achieve the goals (Weinstein et al., 2013) to be set while the inhibiting factors in learning management are the ability of students to understand very difficult material as well as facilities and infrastructure in the surrounding environment as well as student practice tools for example one practice tool 5 people then factors that come from within the student to accept learning material even though most of them have paid attention and listened to the teacher's explanations.

4. Evaluation of the Headmaster's Strategy for Improving Learning Management Excellence at SMA Negeri 1 Gunung Megang.

The research findings show that the evaluation of the results of the implementation of the principal's strategy at SMA Negeri 1 Gunung Megang is divided into several

parts, namely the implementation of the principal's strategy runs smoothly and in an orderly manner because in one case the principal's strategy preparation has detailed the schedule, method of implementation, costs, material and non-material supporting resources for the weakness of the principal's strategy due to the lack of attention to programs related to classroom management and more attention to other programs such as school extracurricular programs. But the implementation of activities in increasing the excellence of learning management is going well (Kadariah, 2020).

D. Conclusion

The implementation of learning management at SMA Negeri 1 Gunung Megang, Muara Enim Regency, is 1) the principal's strategy in improving learning management at SMA Negeri 1 Gunung Megang, Muara Enim Regency is to apply learning management, existing school environmental infrastructure and teaching staff management. As a leader, the principal always serves school staff in order to improve the management of learning and then supports those who can support this learning. The principal as an evaluator, where the principal must take the first steps, namely steps such as attendance, professionalism and personality of teachers, teaching staff, school administration and students.

The principal is not only guided in carrying out his duties at school, but the principal must also be able to build relationships or work with the community to develop the personality of students or pupils as well as possible. This can help improve the quality of learning at Gunung Megang State Senior High School which is carried out by the school principal by holding a training program and then holding regular meetings once a week which are held every Friday on the business processes to be discussed. also held every month for a week, at the turn of the semester and at the start of a new school year or once a year. The evaluation process that the school principal imposes on students must be recorded in an evaluation book, where the book becomes the benchmark and assessment of the school principal to find solutions to student problems, violate them and impose penalties, the principal also increases discipline towards teachers and all school members, because every school members must be disciplined at the right time. With the support of all teachers and members of the school environment, the principal always motivates them to complete each activity or task, so that with this support it is hoped that they can achieve the expected goals.

The principal then encourages students to provide prizes in the form of scholarships, recognizing achievements inside and outside of school. The principal always bears responsibility for the school's educational process, which aims to create an atmosphere of cohesion and trust between all teachers and school administrators so

that they are coordinated, because he is able to manage learning and therefore transparency to improve the school environment participation and responsibility.

F. Acknowledgement

Acknowledgments to the Chancellor of PGRI Palembang University, Head of Education Management Study Program, Supervisor 1 and Supervisor 2 and comrades in pursuing the Masters of Education at PGRI Palembang University

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