

The Role of the Principal in Optimizing Online-Based Learning at SMA Negeri 3 Kayuagung

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Abstract: This study aims to describe and find out the role of the school principal in optimizing online-based learning at SMA Negeri 3 Kayuagung. Data collection tools using interviews, documentation, observation, and literature review. Data analysis used descriptive qualitative analysis with research stages referring to Miles and Huberman's theory, namely data collection, data reduction, data presentation, and concluding. The results of the study stated that the role of the principal in optimizing online learning at SMA Negeri 3 Kayuagung was carried out by 1) setting online learning standards; 2) building effective communication between teachers and parents; 3) improving teachers' ability to manage online learning at SMA Negeri 3 Kayuagung. The obstacles encountered were the use of learning media and the limited methods used in the online learning process and the evaluation of learning outcomes. The solution taken is to, among other things, carry out teacher competence development in supervising and training online learning.

Keywords: Learning, Online, Principal.

A. Introduction

The shaking of the Corona Virus outbreak in almost all countries in the world has had a major impact on various fields of human life, economic, social, health, security, and education. The pandemic that started in Wuhan, China, with its rapid and massive spread, has infected 5,701,257 people and caused 370,450 people to die worldwide (Kompasiana, 2020). This condition brings fear to humans on earth, so various strategies have been carried out to break the chain of the spread of Covid 19.

The world of education, which is the main foundation for developing human resources, has not been spared from the shock of the Covid 19 pandemic. One of them is the disruption of learning activities at all levels of education. This was acknowledged by (UNESCO) that the Corona Virus outbreak had an impact on the education sector. At least 300 million students experience disruption in learning activities throughout the world which threatens their rights to education in the future (Kompasiana, 2020).

Indonesia is one of the countries affected by Covid 19 with the highest death rate in Asia (Beritasatu, 2020). As an anticipatory step, the government issued a policy, by mandating online learning at all levels of education. This policy applies to all educational institutions both at the central and regional levels. This policy is an effective step that can be taken during a pandemic, because interactions between humans do not have to meet face to face, not have to touch, or face to face, but can be done through print media, technology, and social media (Adiwijaya, 2020).

To realize a quality learning process, in the midst of a pandemic situation, the Government issued Government Regulation Number 4 of 2020 concerning the Implementation of Education Policies in the Emergency Spread of Coronavirus Disease (Covid-19). The Covid-19 Corona Virus pandemic in Indonesia has forced schools to stop teaching and learning activities in person (face to-face), but instead is online learning (in the network) or what is called remote learning. Various efforts and solutions are being carried out by the Ministry of Education so that learning continues by inviting all stakeholders in the education sector to participate. Implementation of online learning in the field requires readiness for both parties, both from education service providers and from the students themselves (James, 2020).

According to Jamaluddin et al, (2020) online learning is learning that utilizes multimedia technology, videos, virtual classes, animated online text, voice messages, e-mail, conference calls, and online video streaming. Online learning is a program for organizing learning classes to reach massive and broad groups through the Internet network. Learning can be done massively with an unlimited number of participants, it can be done for free or paid (Dewi, 2020). Online learning can be interpreted as learning that is carried out using internet networks and computers that are directly connected and have a global (broad) scope.

Therefore, a total improvement is needed in the management of learning, especially learning management because after all online or distance learning requires technological assistance that can be accessed easily (James, 2020). Improving learning management during a pandemic is of course based on that the quality of education is measured by student achievement. Oktariany (2015) argues that school output is of high quality when student achievement is high. Thus, achievement is proof of the success of educational institutions (Winkel, 2013).

Quality learning must meet Process Standards, as stated in article (1) of Government Regulation Number 19 of 2005 concerning National Education Standards, one of the standards that must be developed is process standards. Process standards include planning the learning process, implementing the learning process, evaluating learning outcomes, and monitoring the learning process for the implementation of an effective and efficient learning process (Permendiknas Number 41 of 2007).

By fulfilling the Process Standards above, the learning process carried out in schools will provide learning experiences that can be well received by students. As stated by (Setyosari, 2017) that effective learning is usually characterized and measured by the level of achievement which indicates that a number of learning experiences are internally acceptable to students. Kyriacou (2011) argues that effective learning includes two main things, namely active learning time and quality of learning quality of instruction. That is, how the learning process or interaction can take place between teachers-students, students, and students-learning resources (Kyriacou, 2011).

To realize effective online learning, school principals are needed so that educational institutions can provide the best service to students, parents, and the community as customers. The best service to customers is a reflection of a quality school (Sallis, 2012). The outbreak of Covid 19 greatly affected aspects of school services in carrying out the educational process starting from planning, implementation, and assessment. The principal as the highest responsibility in the school needs to carry out specific strategies so that the education process and improving school quality can go hand in hand (Arifin, 2011).

Leadership strategy is a series of systematic plans, but can also mean tactics and art in war, and can be said to be decision-making (Saifulloh et al, 2012) to achieve organizational goals effectively and efficiently. With a leadership strategy, an organization will be able to obtain a strong position in its environment. because the organization has better knowledge and experience in implementing approaches to fulfilling customer needs and demands in the environment the organization is in (Markides, 2015). The principal's leadership strategy to optimize online-based learning during the Covid 19 pandemic, is an effort, art, and technique carried out by the school principal to mobilize all components of the school to jointly create quality schools in both the short and long term.

The principal must ensure that teaching and learning activities are carried out properly. Saragih (2016) argued that the ability of teachers to plan, create and carry out learning using online systems is inseparable from the guidance of school principals in guiding and directing teachers specifically in the academic field. Permatasari, et. al., (2022) in his research results stated that academic supervision which is usually carried out face to face, is now carried out remotely and is divided into two parts, manual verification of lesson plans and online synchronization.

Usman & Raharjo, (2013) suggests that the principal's strategy for improving learning effectively is 1) modeling; 2) monitoring; and 3) professional dialogue and discussion. In addition, efforts must be made to strengthen teachers by continuously monitoring teacher performance. Principals must hold professional dialogues and discussions

with teachers periodically to discuss improving the quality of learning processes and outcomes during the Covid-19 pandemic.

This research was conducted at Kayuagung 3 Public High School, which is located on Jalan Letnan Sayuti No. 3 Kedaton Kayuagung Kuttaraya Ogan Komering Ilir, Ogan Komering Ilir Regency, South Sumatra. The researcher chose Kayuagung 3 Public High School with the consideration that the SMA had carried out an online (online) learning process during the Covid-19 pandemic. SMA Negeri 3 Kayuagung has the infrastructure and resources that can support this research process. Based on the results of initial observations made by researchers from June 9 2022 to June 20, 2022, researchers found indicators stating that the implementation of online learning carried out at SMA Negeri 3 Kayuagung as a whole had not run optimally. Especially for Kayuagung 3 Public High School teachers who are used to doing face-to-face learning, this condition raises unpreparedness in online learning preparation. Changes that occur quickly and suddenly as a result of the spread of Covid-19 have forced all teachers to be able to use technology that can connect teachers and students in learning without having to face to face. Automatically, teachers must be literate in Technology.

From the results of initial observations, it is known that the principal of SMA Negeri 3 Kayuagung has given directions so that SMA Negeri 3 Kayuagung teachers can carry out online learning to the fullest. However, researchers consider that there have been no training activities related to the implementation of continuous online learning. Therefore, the principal's strategy is needed to improve the quality of learning with an online system that can be implemented optimally. The explanation described above concludes that there are still many problems faced by SMA Negeri 3 Kayuagung in implementing the teaching and learning system using the online system. Therefore, the authors were encouraged to conduct research entitled *The Role of the Principal in Optimizing Online-Based Learning at SMA Negeri 3 Kayuagung*. By fulfilling the Process Standards above, the learning process carried out in schools will provide learning experiences that can be well received by students. As stated by (Setyosari, 2017) that effective learning is usually characterized and measured by the level of achievement which indicates that a number of learning experiences are internally acceptable to students. Kyriacou (2011) argues that effective learning includes two main things, namely active learning time and quality of learning quality of instruction. That is, how the learning process or interaction can take place between teachers-students, students, and students-learning resources (Kyriacou, 2011).

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B. Methods

Research This research uses a qualitative descriptive method. Moleong (2011) mentions qualitative research as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior, where the method used emphasizes the process of tracing data/information until it is felt that it has been used enough to make an interpretation.

Then, Iskandar (2018) suggests that qualitative research is research that relies on a naturalistic or phenomenological paradigm about what is understood by the research subject, for example, perceptual behavior, motivation, actions, etc., holistically, and by means of descriptions in the form of words and language, in a special natural context

and by utilizing various scientific methods. Koentjaraningrat, (2012) suggests that a qualitative descriptive method is research that gives a careful description of certain individuals or groups regarding the circumstances and symptoms that occur. In this study, researchers will describe the findings of researchers regarding the role of the school principal in optimizing online-based learning at SMA Negeri 3 Kayuagung.

In this study, researchers chose informants who were able to provide accurate information about the problem under study, often referred to as key persons. The informants or key persons taken by the researchers were the Principal of SMA Negeri 3 Kayuagung, SMA Negeri 3 Kayuagung teachers, students, and all stakeholder schools who could provide accurate information about this research.

Data collection techniques in this study use observation techniques, interviews, and documentation. This is contrary to the opinion (Fauzan, 2012) that the success of naturalistic research is highly dependent on the accuracy and completeness of the records compiled through observation, interviews, documentation, and literature study. Data analysis used descriptive qualitative analysis with research stages referring to Miles and Huberman's theory, namely collecting data, reducing data, presenting data, and drawing conclusions.

C. Results and Discussion

Analysis of the Principal's Strategy for Optimizing Online-Based Learning at SMA Negeri 3 Kayuagung

Based on the results of the research, it can be stated that the principal's strategy for optimizing online learning at SMA Negeri 3 Kayuagung is by setting online learning standards, including by making recommendation reports based on the results of mapping the quality of learning, as a reference for setting the school's vision and mission. Then build effective communication between teachers and parents of students by disseminating the school's vision and mission related to online learning standards to parents so that students can carry out online learning effectively. As the results of research from Ardiawan & Heriawan (2020) stated that the existence of up-to-date communication from teachers to parents would provide positive things for monitoring children's educational development during online learning. With communication from parents, learning can synergize and support children's interest in learning.

Improving teachers' ability to manage online learning by encouraging teachers to improve their competence and teaching abilities. For the coaching program and to improve teaching skills to run optimally, the principal forms a team consisting of senior teachers as task executors to help implement the program. As stated by

(Lukman & Effendi, 2020) which states that a teacher must have special skills, able to transform information and learning for students. Mulyono (2012) which states that it requires students and also teaching staff to learn and carry out online or online or long-distance learning but with educational achievements and objectives that remain of high quality and quality.

Obstacles in Optimizing Online Learning at SMA Negeri 3 Kayuagung

The constraints faced include limited experience, finances, and so on, making the Principal of SMA Negeri 3 Kayuagung have to make maximum efforts so that efforts to optimize the ability of SMA Negeri 3 Kayuagung teachers in managing online learning can run effectively. As teacher, in addition to having the task of learning as mandated (Law Number 20 of 2003) concerning the National Education System article 39 paragraph (2), it also should improve the quality of education, set an example and maintain the good name of educational institutions as set out in article 40 paragraph (2) of the Law National Education System. Especially in the current era of open competition, creating a positive social image for educational institutions is an urgent need if you don't want these educational institutions to be unable to compete. This encourages good communication between teachers and students, school principals, parents of students, guardians of students, school committees, cross-sectoral, and the community.

This statement is supported by the results of research conducted by (Lukman & Effendi, 2020) which stated that teacher leadership has a decisive role in efforts to improve the quality of teachers' teaching abilities. The role of the principal in developing the abilities of teachers is that of a facilitator, motivator, and supervisor. Within this framework, the principal takes the following efforts 1) involving teachers in every upgrading and training opportunity; 2) giving encouragement to teachers to continue their education; 3) requiring teachers to participate in MGMP activities and 4) assisting teachers who experience difficulties in managing the teaching and learning process.

Solutions to Facing Obstacles in Optimizing Online-Based Learning at SMA Negeri 3 Kayuagung

From the results of data collection carried out by researchers, it can be found that the solutions taken are by, among other things, 1) the implementation of coaching at SMA Negeri 3 Kayuagung by providing continuous coaching to improve teacher competence; 2) supervising teachers as well as evaluating and providing directions for improvement; and 3) self-development activities carried out through sending training participants to online learning training.

D. Conclusion

Based on the research results, it can be concluded that the principal's strategy for optimizing online learning at SMA Negeri 3 Kayuagung is carried out by 1) setting online learning standards; 2) building effective communication between teachers and parents; 3) increasing the ability of teachers to manage online learning; at SMA Negeri 3 Kayuagung. The obstacles faced are 1) the teacher's ability to use learning media; 2) the limited methods used in the online learning process; 3) the lack of internet access cause delays in the implementation of online learning, and 4) it is difficult to evaluate learning outcomes. The solutions taken include, among others, 1) the implementation of coaching at SMA Negeri 3 Kayuagung by providing continuous coaching to improve teacher competence; 2) supervising teachers as well as evaluating and providing directions for improvement; and 3) self-development activities carried out through sending training participants to online learning training.

The suggestion for this research is that teachers are expected to be more optimal in efforts to increase their competence in managing online-based learning through coaching programs held both by schools and outside schools such as workshops, training, seminars, and training. For future researchers, they should be able to examine more specifically the role of teachers and principals in optimizing online-based learning.

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