

Principal Management in Improving Organization Performance at SMA Darul Abrar and Nurul Huda Al Aziziyah in Aceh Jaya Regency

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Abstract: This research aims to comprehend the implementation of principal managerial role in improving organizational performance at two private high schools in Aceh Jaya Regency. Data collected through the interview guidelines and documentations. The subject of this research is the principal, supervisor, and teachers working at the Darul Abrar and Nurul Huda Al Aziziyah private high school Aceh Jaya. The result shows that: (1) for planning function, principal participates with teachers in planning the learning process. In the management standard, principal formulates the visions-mission, the purpose, and the work plan of the school; (2) for organizing function, the principal gives assignments and responsibilities for each teacher. This function emphasizes on creating organizational structure, main tasks, and function; (3) for the implementing function, the principal motivates the teachers to become more enthusiastic in teaching. In the standard, principal's function is to provide a clear instruction; (4) in supervising function, principal evaluates the execution of tasks and responsibilities according to specific organizational structure.

Keywords: principal management, organizational performance, qualitative research.

Abstrak: Penelitian ini bertujuan untuk mengetahui implementasi peran manajerial kepala sekolah dalam meningkatkan kinerja organisasi pada dua SMA swasta di Kabupaten Aceh Jaya. Pengumpulan data dilakukan melalui pedoman wawancara dan dokumentasi. Subjek penelitian ini adalah kepala sekolah, pengawas, dan guru yang bekerja di SMA Swasta Darul Abrar dan Nurul Huda Al Aziziyah Aceh Jaya. Hasil penelitian menunjukkan bahwa: (1) untuk fungsi perencanaan, kepala sekolah berpartisipasi dengan guru dalam merencanakan proses pembelajaran. Dalam standar manajemen, kepala sekolah merumuskan visi-misi, tujuan, dan rencana kerja sekolah; (2) Untuk fungsi pengorganisasian, kepala sekolah memberikan tugas dan tanggung jawab kepada setiap guru. Fungsi ini menekankan pada penciptaan struktur organisasi, tugas pokok, dan fungsi; (3) untuk fungsi pelaksana, kepala sekolah memotivasi guru agar lebih bersemangat dalam mengajar. Dalam standar, fungsi kepala sekolah adalah memberikan instruksi yang jelas; (4) Dalam fungsi pengawasan, kepala sekolah mengevaluasi pelaksanaan tugas dan tanggung jawab sesuai dengan struktur organisasi tertentu.

Kata kunci: manajemen kepala sekolah, kinerja organisasi, penelitian kualitatif.

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■ INTRODUCTION

The educational process has been experienced by a human from the time he/she was born in this world. A person, in its essence, is different from other creatures. When the first time a human born, he/she was merely a helpless creature called “baby” who could only cry and see. On the contrary, other creatures such as fish can swim when they born in the world. Education is as old as human’s life. In civic life, the government as the executant of a country has an obligation to provide education to their society. The purpose of national education as formulated is to develop students’ potential in order to become a person who believes in God, noble, healthy, having broad knowledge, competent, independent, and a democratic, responsible citizen (Ololube, Agbor, & Agabi, 2017; Serdyukov, 2017).

In implementing national education, the education execution process is performed by the organizations of the formal and informal institution. A formal education institution is an institution established by the government or a foundation where the educators and staffs working on this institution are financed by the government or specific foundation including the operational cost of administering education. On the other side, an informal education institution is an educational institution that established and managed by the community.

A school as the formal institution is the organization that given a mandate to execute the purpose of education. To achieve this purpose of education, school organization management need to be implemented well and effectively (Zuilkowski, Piper, Ong’ele, & Kiminza, 2018; Griffith et.al., 2017; Meyers & Hambrick, 2017). Whether it is good or bad, the management depends on how an organization implements proper management. The management science itself has been around a long time ago following the evolving human civilization.

The word management derives from the Latin *manus* which means hand (Kairys, 2018; Anderson, Ellwood, & Coleman, 2017; Dandan, & Marques, 2017).

Management functions have to be implemented in the organization and should become the benchmark of the success of an organization in running the activities including in the school organization (Bairađauskienė, 2017; Böhlmark, Grönqvist, & Vlachos, 2016). As a formal education institution, a school is a spearhead in educating children to create the generations that reliable and competitive, considering Indonesia will have a demographic bonus in the next few years which is a good chance in advancing the country.

In implementing the functions of management in an organization, a reliable principal is required. A principal is a defining factor in managing education in school in order to achieve the purpose of education (Bush, Bell, & Middlewood, 2019; Chan, 2018; Cajiao, & Burke, 2016). Therefore, a principal required to have the knowledge, ability and adequate skills. The regulation of the Minister of Education No 13 of 2007 regarding a principal/ head of madrasah standard has included 5 competency dimensions required in a principal such as personality competence, managerial competence, entrepreneurial competence, supervision competence, and social competence.

Every year, the government allocates quite a big budget for the education sector including in enhancing principal’s competences and these budgets continue to increase as the growth of state budget. However, according to the evaluation result of national examination specifically at the high school level as published by the assessment center of the Ministry of Education and Culture in the official site it is shown that the average of national exam result of a high school student in Indonesia is keeping in decreasing. The natural science program for

example, data shows that the national average score of 2014/2015 was 65,29, in 2015/2016 it becomes 56,85, in 2016/2017 was 52,87 and in 2017/2018 becomes 51,00.

Even though the national exam score did not totally reflect the output of graduate resulted by a school institution, at least this fact becomes an indication that an improvement is essential in the performance of the school organization. Conceptually, 16 managerial competencies of the principal are the ideal condition that needs to be possessed by a principal. Nevertheless, a study must be conducted to analyze whether the principal is able to implement those competencies. It also includes how a principal implements the management functions in managerial competencies which lead to an escalation in school organization's performance (Adams, Olsen, & Ware, 2017; Kempa, Ulorlo, & Wenno, 2017; Yieng, & Daud, 2017).

To reveal the questions mentioned above, the writer tried to conduct research in the Regency of Aceh Jaya by choosing 2 schools to observe which are Darul Abrar and Nurul Huda Al-Aziziyah private high school. Both schools are the private school that managed under the institution owned by the community.

The problem statement of this research is: how is the managerial role of the principal of Darul Abrar and Nurul Huda Al Aziziyah private high school Aceh Jaya in enhancing the performance of school organization? The general aim of this research is to comprehend the implementation of principal managerial role in enhancing the performance of school organization in Darul Abrar and Nurul Huda Al Aziziyah private high school Aceh Jaya. Meanwhile, the specific aim is to understand the principal's planning, organizing, implementing, and supervising process in enhancing school organization's performance at Darul Abrar and Nurul Huda Al Aziziyah private high school of Aceh Jaya Regency.

■ METHODS

The approach used in this research was a qualitative approach in a descriptive method, which is to explain and illustrate the managerial role of the principal of Darul Abrar and Nurul Huda Al Aziziyah private high school in enhancing the performance of school organization. A qualitative research could be perceived as a research method that based on the postpositivism philosophy, which used to examine a natural object, where the researcher act as the key instrument, analysis technique and inductive, and the result of research emphasize on the meaning instead of a generalization [4]. The subject of this research is the principal of Darul Abrar of Aceh Jaya, as the main subject providing data for this research, and the supervisor and teachers working at Darul Abrar and Nurul Huda Al Aziziyah private high school Aceh Jaya. Data collection technique conducted through observation, interview and documentation study. Observation is conducted to check data correctness about the managerial role of the principal, an interview is conducted to discover more in-depth things regarding the situation and phenomenons, and document study is conducted to interpret all documents according to the focused problem. Data analysis is conducted by the steps of data reduction, data visualization, and data verification.

■ RESULTS AND DISCUSSION

Principal's planning function in enhancing the performance of school organization of Darul Abrar and Nurul Huda Al Aziziyah private high school

On the planning function of the education process, a principal participates in the planning with teachers in compiling the lesson plans. Learning process in class is executed by the teachers referring to the lesson plan, and the principal here act in giving some suggestions and

directing them in compiling the lesson plan, as well as checking the correctness and completeness of these lesson plans. Planning is the activity of decision-making concerning the target to be achieved, acts to be taken in order to achieve the target and people who perform it. A principal, in its relation with the preparation of lesson plans conducted by the teachers, has to ensure that these plans have been assembled according to its provision and completeness.

At the standard of planning management, a principal role includes arranging the school's vision and mission, the purpose of school, and school's work plans. This formularization process involves several parties, both internal and external sides of the school including the committee and education figures in Aceh Jaya. As for a vision to be realistic, trustworthy, convincing, and appealing, it has to include every stakeholder in the process of making it. By the existence of inputs from various parties, visions and missions created could accommodate the entire existing interests, since the output of education eventually will be a part of the elements of society.

Principal's organizing function in enhancing the performance of school organization of Darul Abrar and Nurul Huda Al Aziziyyah private high school

On the organizing function of the standard of the education process, a principal act in arranging the division of duties and responsibilities for each teacher and educator. Darul Abrar private high school created the school structure based on the school organizing principles. Those principles that implemented by the principal in formulating school structure includes the principle of formulation goals where the goal of forming the organization has to be known first before establishing it. Knowing this fact is important so the set goals could be achieved effectively and efficiently. Organizational structure designated (1) as the identity of an organization used to control

people cooperating with each other and organizational resources in achieving the target; (2) to manage coordination and motivation; (3) to direct people's behavior in organizing; (4) as a respond to the use of environment, technology, human resource, as well as organizational development.

In arranging the school organizations, a principal details the assignment so each individual in charge could understand what he/she should do and the limit of this authority. There are several things to be considered in assigning the duties and responsibilities to the subordinates as mentioned by the principal of Nurul Huda Al Aziziyyah private high school: "One of the consideration in assigning additional task to the teachers is the proportion which means the total number of tasks, the level of difficulty, the completion time, and it needs to be adjusted with the ability of a person assigned for the task".

Principal's implementing function in enhancing the performance of school organization of Darul Abrar and Nurul Huda Al Aziziyyah private high school

A principal, in its implementing/setting function towards fulfilling the educational process standard, has to strive for the learning process to be executed as it should be. The learning process is directly implemented to the students by teachers, so one of the principal's efforts is to create a conducive and comfortable working atmosphere for both teachers and students. At the management standard, the form of implementation function for the principal of Nurul Huda Al Aziziyyah private high school based on the interview conducted is to give clear instruction and command, and this instruction could be provided by either oral or written. An effective leader is a leader whom member could experience that their needs are fulfilled, including the needs to work, being motivated, reaction, health, clothing, food, place to live, as well as other needs

they deserve. The process of motivating is not only in a form of physical material, but a principal also could motivate the teachers by giving them praise and some positive comments to their completed tasks. It is a simple thing, but it leaves a good impression for the teachers and subordinate in performing the tasks. A principal must make the school a place of learning for every part of the school community, so a learning process that conducive could be created. The principal also needs to be a figure that able to protect the teachers, so they could feel that their work is appreciated. Teachers will be more motivated and enthusiastic in finishing their tasks and responsibilities assigned by the principal. Besides, a principal also has to recognize different characteristics of teachers from each other in order to adjust the approach and how to interact with them according to their condition at school.

Principal's supervising function in enhancing the performance of school organization of Darul Abrar and Nurul Huda AlAziziyah private high school

At the process standard, the supervising function is associated with the role of a principal as a supervisor where he/she supervises the execution of the learning process performed by the teachers. Supervision process is one of the principal's responsibilities. A principal ought to do the planning, implementing, to following-up and supervising the teachers. The main function of supervision is for the improvement and enhancement of learning process quality. Supervision is part of principal's duties and responsibilities according to government regulation No 13 of 2007 regarding principal's managerial competence. A supervision report is made regularly as an inseparable part of school performance assessment. The supervision implementation at school conducted by two

types of technique, which are the academical supervision and clinical supervision. Academical supervision is conducted at least once a semester while the clinical supervision is conducted as needed or requested by specific teachers. As a surveyor, principal certainly has the initial materials or information concerning the condition of the teachers who are going to be supervised. This information becomes the base to compile the supervision instruments and the follow-up of this supervision. The result has to be handed to the teachers as part of the introspection process and as the input for them. An increase is shown in the competence of lower-class teacher at the public elementary school Ungaran 05, Ungaran Barat Sub-district, Regency of Semarang, in the planning process of thematic learning as an effect of group supervision by a collaborative approach. Practically, the principals in Aceh Jaya have a place such as Musyawarah Kerja Kepala Sekolah (MKKS) or the principals working meeting where the supervision process could be conducted collaboratively and timely taking turns. By doing it together, the time allocated is expected to be more effective and efficient.

At the management standard, the implementation of the supervising function performed by a principal is by evaluating the execution of tasks and responsibilities according to the organizational structure. The role of internal supervision is as a watchdog and the agent of change. As a watchdog means to monitor the performance to encourage the achievement of organizational plans and targets. While for the agent of change means to act as a management consultant, evaluator, as well as catalyst.

Differ from other organizations such as an enterprise; school organization has no internal control system or internal supervision. School only has external supervision which is the school supervisor. A principal not only carries out the leadership duties, he/she also acts as an internal

supervisor. This might be less objective in the organizational management; the supervision of subordinate's performance which directly performed by their superior could cause a conflict of interest where every principal wanted to show the positive aspects of his school.

In supervising the additional tasks assigned to the teachers, principal prepares the instruments such as some control sheets about the tasks and the target achievement of teachers' responsibilities. Every position in school organization is provided by a checklist sheet for the tasks assigned so we could know what things we have not finished yet. By doing this, it will be easier for the principal to map teachers' performance and search for a solution and manage them so the assigned responsibilities could be perfectly performed.

■ CONCLUSIONS

The headmaster is instrumental in the implementation of the learning process to improve the performance of the Organization in general that refers to the process standards that include learning process planning, implementation of learning process, assessment of results Learning, and oversight of the process. In the planning of learning, teachers are required to understand the curriculum tools used including syllabus. From this, the plan of implementation of the study was shared. Although the headmaster is not directly involved in the learning process in class with the students but the headmaster also planned the learning process by joining the RPP.

The headmaster regulates the division of duties and responsibilities of each teacher and teaching staff. Referring to the management standards, organizing functions are more emphasized in creating organizational structures and task divisions. In achieving the objectives the program followed up with an implementation strategy that must be implemented by all the

following schools, conducting coaching against learners, teachers and employees programmatically and sustainably According to the needs and challenges of circumstances. School organizing efforts as an effort to improve efficiency and work effectiveness are based on the directional work productivity at the respective institutional objectives. The school as a working organization in cooperation with a number of personals depends on the human being the movement. The function and purpose of organizing the school in general is to facilitate the activities in the school to achieve the objectives of the school effectively and efficiently. The principal as a leader regulates direction and tasks according to their function.

The principal in the implementation function of the fulfillment of education process standards must seek to make the learning process work properly. The learning process directly to the students is done by the teacher, then one of the efforts that the principal of private SMA Darul Abrar creates a conducive and comfortable work atmosphere for teachers and students. In its implementation, the headmaster gives motivation and encouragement to teachers to be more enthusiastic and passionate in teaching and educating students. While the implementation of the program by the principal in private SMA Nurul Huda Al Aziziyah is done by giving clear instructions and orders, instruction can be orally or in writing. Examples of routine activities are the national exam implementation for students of the XII class. "Instruction from the principal must be delivered directly even though the activity is a routine activity and there is already authority over who is involved in the activity. The giving of orders to teachers/staff is a form of the school's effort to move the subordinates to what is planned and must be done.

Supervision conducted by the principal of SMA private Darul Abrar and private HIGH school Nurul Huda Al Aziziyah is one of

management functions that includes, directs, guides and supervises all educational activities and learning activities that Teachers are supported by the school staff. The headmaster made ongoing observations about the conditions and attitudes of the classroom, in-room teachers, in the Governance Hall, and at the teaching staff meetings. The intention is to provide assistance in solving the difficulties experienced by teachers and officers and to make improvements directly and indirectly regarding disadvantages, so that gradually the quality and The productivity of the teaching and learning activities undertaken by the principal staff, classroom teachers, classroom performance, and governance officers will become increasingly better on an ongoing basis. The role of the headmaster as a supervisor where the principal conducts supervision on the implementation of the learning process by teachers. As the core supervision is to build teachers to improve the quality of the learning process.

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