

The Role of The School Principal in Improving Teacher Performance and School Quality

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Abstract

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This research aims to describe 1) the role of school principals in improving teacher performance and 2) describe the role of school principals in improving school quality. The method used in this research is a descriptive qualitative approach. Data collection techniques in this research are interviews, observation, and documentation. The results obtained from this research are 1) the role of school principals in improving teacher performance and school quality, by explaining, organizing, actuating, or controlling. Because it has a tremendous effect on progress and improvements for the institution itself. Teacher performance still has to be improved, it doesn't have to be continuously pushed by the school principal. However, the teacher's duties or rights and obligations have been prepared, as to what steps the teacher must take so that the principal only supervises. 2) school quality, every point of its vision and mission is well implemented. So, the rules for educators and students are all clearly stated. So in the end, the quality of the school can be seen from the institution that produces how many and what graduates enter state and foreign universities.

Kata kunci:

Kepala Sekolah,
Kinerja Guru,
Mutu Sekolah

Abstrak

Penelitian ini bertujuan untuk mendeskripsikan 1) peran kepala sekolah dalam meningkatkan kinerja guru dan 2) mendeskripsikan peran kepala sekolah dalam meningkatkan mutu sekolah. Metode yang digunakan dalam penelitian ini, adalah pendekatan kualitatif deskriptif. Teknik pengumpulan data dalam penelitian ini adalah wawancara, observasi dan dokumentasi. Hasil yang diperoleh dari penelitian ini 1) peran kepala sekolah dalam meningkatkan kinerja guru dan mutu sekolah, dengan memplaining, organizing, actuating, atau controlling. Karena, memberikan efek yang luar biasa bagi kemajuan dan perbaikan – perbaikan bagi lembaga itu sendiri. Kinerja guru tetap harus ditingkatkan, tidak terus menerus harus didorong oleh kepala sekolah. Namun menggunakan tugas atau hak dan kewajiban guru yang telah disiapkan, sebagai langkah – langkah apa saja yang harus guru lakukan sehingga kepala sekolah hanya mengawasi. 2) mutu sekolah, di implementasikan dengan baik setiap poin visi dan misinya. Sehingga, aturan bagi pendidik dan peserta didik semua tertera dengan jelas. Maka diakhir, mutu sekolah dapat dilihat dari lembaga menghasilkan lulusan yang masuk di perguruan tinggi negeri dan luar negeri berapa dan apa saja.

INTRODUCTION

Education, as a vital means of developing human resources, is a need that cannot be separated from human life in making the nation's life intelligent and forming skilled people in their fields (Rohmah, Rena, Pahrurraji, & Syarif, 2023). Efforts to improve the quality of education are continuously carried out both conventionally and innovatively (Ellis & Hogard, 2018). If a school is well managed, in terms of learning, human resources, in this case, educators and management, the school will produce quality output (students) who can compete in places where the challenges are greater and more complex (Syarif Hidayat Sutisna, Abdul Rozak, 2023). Leadership is an important or very important aspect of an institution. Having leadership in an institution will determine the success of that institution. For example, in an organization, a leader determines planning, organizing, implementing, monitoring, and evaluating, that way management aspects in the institution will be taken care of (Mulyati, 2022). An example of leadership in an institution, for example at school. The school is led by a principal who is trusted to lead the school. In carrying out leadership, the school principal also determines the success of the educational institution he leads. If the leadership of the school principal is maintained then it can help determine or improve the quality of education (Brooks & Ezzani, 2022; Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). An example of leadership in a school, for example, is that the principal becomes a mentor for the teachers at the school. The school principal plays a role in guiding teachers who must be given guidance so that they can improve aspects that must be improved so that they can achieve predetermined learning goals. Of course, if there are aspects that are good or very good then they are maintained by the teacher. Only aspects that need to be corrected are corrected by the teacher (Yadi Sutikno, 2022).

The principal has a role as a leader and supervisor of education in educational institutions known as schools (Mulyati, 2022). The main task of a school principal is to improve the performance of teachers and strive to improve the quality of the schools they lead (Nai & Wijayanti, 2018). In the global education environment, school principals have a very important set of skills as the main driver in carrying out the programs planned by the school. School principals have a very important role and great responsibility, so they are expected to have leadership skills supported by broad insight into managing educational institutions and collaborating effectively with the staff below them (Julaiha, 2019). The school principal must be able to manage the school well. All efforts, abilities, and enthusiasm are devoted to realizing educational goals effectively and always developing little by little. (Ellianis, Gimin, & Azhar, 2022). Improving the quality of schools is something that needs to be planned and implemented, under the work goals and targets to be achieved based on the vision, mission, and goals set within the specified period. This condition requires various remedial efforts to improve the quality of education by "*fighting against the situation*" until it becomes shackled. He wants to change the situation for the better but doesn't want to change himself for the better (Kurniawati, Arafat, & Puspita, 2020).

Apart from that, the principal must be able to lead well too. Leadership is a collection of a series of abilities and personality traits including authority to be used as a means to convince those they lead so that they are willing and able to carry out the tasks assigned to them (Rika Rahim, Nur Izzatin Nadifah, Tamara, St. Maizah, 2022). So, appropriate leadership capital will have positive implications for teacher performance. KTeacher performance is a condition that shows the teacher's ability to carry out his duties and responsibilities at school while carrying out learning activities and can provide encouragement and influence to students so that learning

objectives can be achieved and run well and in accordance with expectations, which is shown in their appearance and actions, and work performance (Muspawi, 2021). Meanwhile, the ideal teacher is a teacher who teaches professionally in relation to teacher competency; mastering the material taught, managing teaching and learning programs, managing classes, using media/resources, mastering educational foundations, managing teaching and learning interactions, assessing student achievement (Mahendra, 2021).

As in several previous studies. In Uray Iskandar's article, with the theme '*School Principal Leadership in Improving Teacher Performance*', the following findings show that the role of the school principal towards teachers can improve performance, which can be seen from their responsibility in carrying out the professional duties they carry out, their obedience and loyalty in carrying out their teaching duties. as a teacher (Iskandar, 2013). So, the teaching profession is focused on its loyalty as an educator. This is different from research by Gaol and Siburian, with the theme '*The Role of School Principals in Improving Teacher Performance*'. Their research found that there are six roles of school principals in improving teacher performance. Namely 1) focus on teacher competency 2) funding as an increase in professionalism 3) supervising and guiding teachers 4) organizational culture that is comfortable for teachers 5) creating innovation and progress for schools 6) giving awards to teachers who achieve good performance (Nasib Tua Lumban Gaol, 2018). As the results of the findings above, this is a form of the role of the school principal which can improve the quality of teachers.

Likewise in other research. What was written by Rosyadi and Pardjono, with the theme 'The Role of the Principal as a Manager in Improving the Quality of Education at SMP 1 Cilawu Garut' in their research had the following results. 1) plan the curriculum that will be implemented 2) create an organizational structure that involves teachers and parents 3) provide role models and act as motivators for teachers 4) supervise the teaching and learning process 5) be ready to overcome obstacles in the presence of teachers who lack communication with the school principal (Pardjono, 2015). This research also found five important things, the role of the school principal. As written by Muflihah and Haqiqi with the following theme 'The Role of School Principals in Improving Education Quality Management in Madrasah Ibtidaiyah'. In this research, the role of the school principal is very important in improving educational quality management and the role of the school principal has been carried out in the role of educator, manager, administrator, supervisor, leader, innovator and also motivator (Muflihah & Haqiqi, 2019) as in this quote, it reveals that the quality of education will be quality when the role of a school principal can be as required in the circumstances of the institution.

To adapt to the desired teacher performance, it is necessary to achieve school quality. In general, quality is a comprehensive description and characteristics of goods or services that demonstrate their ability to satisfy specified or implied needs in the educational context. School quality is a method of improving quality that relies on the school itself, applying a set of techniques, which are based on the fulfillment of quantitative and qualitative data (Maswan, 2015). The quality principle regarding Input is everything that must be available because it is needed for the process to take place. The process is changing something into something else. Output is school performance, namely school achievement resulting from school processes/behavior. Therefore, in institutions or institutions the role of the school principal is very important. By focusing on teacher performance and school quality. In the past few months, we have been shown problems related to teacher performance, "*virtually teachers and school staff were locked outside the gates due to being late, no different from students*" (Ayuningtyas, 2023). This is a very

disappointing incident for teacher organizations or teacher associations in Indonesia. Due to this incident, the role of the school principal must be even more optimal. The author looks at the SMA Unggulan Amanatul Ummah Surabaya school or SMAU AU in the abbreviation for its location and system, namely a school that is within the scope of an Islamic boarding school but with a round trip system for teachers or educators and their students. It is unique, because this school is only 14 years old which is relatively young, institutionally led by a principal who is a Doctor and with several teachers from alumni of state universities and foreign universities.

RESEARCH METHODS

This research method uses qualitative research with a descriptive research approach (Samsu, 2017). The reason the researcher chose this locus was because the researcher saw that Amanatul Ummah Senior High School was institutionally unique. Namely 1) the first unique thing is that formal level schools in institutional management have the role of the principal who helps with educational development. Apart from that, 2) the second uniqueness of this institution is unique, because this institution is located in the Islamic boarding school area in general, even though students commute. 3) the third uniqueness, in improving teacher performance, there are words that are interesting for teachers, namely being a good teacher or not at all, these words provide a positive form of encouragement as a trigger for teacher performance to pay more attention to students. Data analysis is carried out verbally in the form of narratives supported by other tools. By conducting school observations.

The analysis that will be carried out in this research theme includes; What is the role of the principal in improving teacher performance and school quality at Amanatul Ummah Senior High School Surabaya. In this research, the position of the researcher is very important because he is the planner, implementer of data collection, analysis and interpretation of data, and pioneer of research. For the purposes of collecting data during research, researchers try to be interactive with the environment, in order to get a general idea of the existing context. Data was taken by observation, documentation and interviews. Researchers interviewed Zakariah as the school principal, Hakim as the deputy principal for curriculum, and Ade as one of the teachers at the school. Every aspect that can be seen, and felt, of the setting is given full attention during the research. As a research instrument, data obtained from the field is immediately processed and rearranged.

RESULTS AND DISCUSSION

RESULTS

In general, Amanataul Ummah Senior High School (SMAU AU) is a school that has good competency standards that can be seen from various aspects, for example the physical part; the building was built on its own land with 4 floors and dozens of classes, sufficient building facilities to accommodate all students, a decent office, a library complete enough for the needs of teachers and students, a complete natural science mathematics laboratory, adequate sports facilities and so on. . Meanwhile, the non-physical part; professional organizational structure, capable, respected and broad-minded principal leadership, teachers who are adequately educated, enthusiastic about working and obedient to their Seniors, always work disciplined, and work professionally. Students who are enthusiastic about learning and obey teachers and have fairly good morals.

However, Amanatul Ummah Senior High School has not been able to compete optimally with other Islamic private schools nearby, for example Al Khodijah High School Surabaya,

because the school has been around for a long time so it is more mature in terms of managerial education. Among the most important reasons that researchers found after looking at the input and output data in the school administration room, after looking for proof, it turned out that everything was correct. According to a field survey with observations, Amanatul Ummah Senior High School has a good principal with an education level at doctoral or strata 3 level and extensive experience, because the principal is also one of the leaders at the university in Sidoarjo. The quality of teacher performance is high, on average Master's graduate in the field and good work enthusiasm. So in general, SMAU AU can be concluded as a school that is on its way to being a Senior and high quality school.

Regarding the definition of a school principal as a leader, researchers through interviews with school residents found that they have a variety of views, this can be seen from their opinions as follows: Opinion or interview of the school principal by Zakariah: "*Leadership is a person's ability to move several people to achieve goals.*"

This is also in accordance with the teacher's opinion by Ade:

"Leadership is a way of leading an organization." Meanwhile, the definition of a school principal, according to the principal's opinion, is "a teacher who is trusted and given additional duties to lead and manage a school."

The judge's opinion regarding the deputy principal in the field of curriculum regarding the principal was as follows: "*The principal is someone who is given the authority to manage the school.*" In accordance with the teacher's opinion expressed by Ade: "*The principal is a teacher who is given the additional task of leading the school.*" "*The principal is a person who leads an educational institution whose aim is to carry out teaching and learning activities.*"

Student opinion: "*The principal is a teacher who organizes and leads the school where he is the highest position and works according to what the government has entrusted to him.*" The principal is a teacher who organizes and leads the school in any form, and he is the highest position holder in the school."

From the opinions above, it can be concluded that the leadership of a school principal is the ability of a teacher who has been given additional duties as an organizer and supervisor throughout the course of a management system as if to achieve the programmed goals.

Regarding the role of the school principal, according to the principal: "*The most important role of a school principal is explaining, organizing, actuating, controlling.*" From this description it can be concluded that the main role of the principal is explaining, organizing, actuating, or controlling. And other roles that support this main role.

Every school experiences times of glory and times of decline. The rise and fall is greatly influenced by leadership, a leader when he is in power. According to the survey and information that the author obtained, Amanatul Ummah Senior High School currently has leaders who have quite good strengths in carrying out their functions as school principals.

The school principal's efforts are to motivate teachers, students and education staff to be more disciplined and enthusiastic in carrying out their respective duties.

Meanwhile, according to the deputy principal for curriculum, the role of the principal "is to further enhance the family nature in making policies." In line with the teacher's statement,

"The principal must be able to listen to the opinions of teachers and all his subordinates and pay attention to the welfare of the school community, as well as improving the academic and non-academic achievements of his students, coaching the school community, improving family relationships and being democratic in making policies."

From the description above, it can be concluded that a school principal must always carry out efforts in various ways to achieve success in the goals of the school he leads.

Regarding the understanding of teacher performance, what was obtained from the school community was as follows: The principal's opinion regarding teacher performance "*Teacher performance is a teacher's activity in carrying out his duties.*"

Opinion of the deputy principal in the field of curriculum: "*Teacher performance is the teacher's ability and willingness to carry out their duties.*" Teacher opinion: "*Teacher performance is the teacher's ability and willingness to carry out their duties in accordance with applicable regulations.*"

From the description above, it can be concluded that teacher performance can be interpreted as a teacher's activity in carrying out his duties with all his will to the maximum.

Regarding the duties of a teacher, according to the principal's opinion, they are "*making a syllabus, making a Learning Implementation Plan, holding face-to-face meetings, evaluating the results of face-to-face meetings, holding remedial measures, and evaluating maximum results.*"

Meanwhile, according to the deputy head of the school, the curriculum field is "a teacher's job is to plan, implement, evaluate, analyze and carry out follow-up." Meanwhile, according to the teachers, "a teacher's job is to plan, carry out the teaching process, evaluate, educate and provide enrichment."

From the description above, it can be concluded that the task of a teacher is to make plans by creating a syllabus and learning implementation plan, carrying out teaching activity processes, evaluating results and making efforts to improve students with various activities, including learning and enrichment.

Regarding professional teachers, according to the principal, "professional teachers are teachers who are able to convey and apply their knowledge using applicable teaching methods." Meanwhile, according to the deputy principal for curriculum, "a professional teacher is a teacher who can carry out their duties well." The opinion of the teachers, "that professional teachers are teachers who are able to carry out their duties well according to their field and in accordance with applicable regulations."

The students' opinion, "*a professional teacher is a teacher who is able to teach his students clearly, a teacher who is time disciplined in teaching and learning activities, is firm with all students, guides and is willing to rebuke mistakes, a teacher who is able to educate his students.*"

From the opinions above, it can be concluded that professional teachers are teachers who are able to carry out their duties well and work professionally on the job and are responsible and have skills that support their duties.

Figures. 1 Interview with Hakim as Deputy Principal for Curriculum



Figures. 2 Together with the Students



Regarding school quality, the principal explained that "*a quality school is a school that can produce good output, both academic and non-academic.*" Meanwhile, according to the deputy principal for curriculum, "*a quality school is a school that successfully achieves the school's mission.*"

Meanwhile, according to the teacher, "A quality school is a school that has quality in the academic and non-academic fields." Apart from that, he is also able to invite students to take part in competitions. A quality school is a school that has good rules and regulations, a good vision and mission, and strict regulations.

Meanwhile, according to the students "*A quality school is a school that prioritizes its students well and is disciplined in any activity.*" From the description above, it can be concluded that a quality school is a school that has good academic and non-academic output and has achievements that can compete with schools in the surrounding area, both locally and internationally.

DISCUSSION

The principal in his leadership must have an important task in supervising, organizing and developing the school's academic community. Starting from teachers or educators, students or students to the most technical, namely school staff or employees. The principal must be able to be a role model for every educational academic community in the Amanatul Ummah Senior High School environment. As another meaning, the principal is a leader or must also have clear and measurable leadership. Every in everything, and the educational situation changes. The principal, as the leader in the running of an educational institution, must be able to manage the entire course of education (Egel & Fry, 2017; Fitriyana, Astuti, Rahman, Werdiningsih, & Idrus, 2023). Because the main key in running an educational institution lies in the leadership role of a school principal. In accordance with the theory presented by (Mulyati, 2022) that the principal serves as a supervisor and leader in every step of education.

Apart from that, the leadership attitude of a school principal. There is also a need for the role of the school principal, in reporting, organizing, actuating, or controlling, and other roles that support this main role. As proof that the role of the school principal is extraordinary in forming academic education that is attractive, high quality and has high aspirations. By having a planning or planning attitude, of course, providing insight into every institutional step. Followed by organizing or organizing every educational step that has been carried out so that its implementation can be smooth. Furthermore, the role of the school principal must be actual, by knowing educational facts or the latest educational regulations so that the school can continue to follow the educational programs that have been planned (Dian, Trisna, & Huda, 2022). Lastly, the role of the principal must have an attitude of controlling or supervising all academic members within the institution. Starting from educators to students, of course this will enable school principals to know teacher performance (Amelia, Aprilianto, Supriatna, Rusydi, & Zahari, 2022; Atsyaury, Hadiyanto, & Supian, 2024; Talaumbauna, Anom, & Iswadi, 2023).

Teacher performance can be seen from an educator's understanding of a teacher's duties. Namely by making plans by making syllabi and learning implementation plans, holding teaching activity processes, evaluating results and making efforts to improve students with various events including learning and enrichment (Bolatan, Gozlu, Alpkan, & Zaim, 2016). In accordance with what Yadi Sutikno said (Yadi Sutikno, 2022). By knowing that teachers' development and education are related to the duties of a teacher, in terms of teacher performance, they will be more knowledgeable and more biased in getting the maximum quality of education for education. Teacher performance is also not biased in its direction, teacher performance is carried out in accordance with the principal's orders so that the improvement in education at the Amanatul Ummah Senior High School institution can be clearly seen by the entire educational community by looking at a teacher's performance.

Teacher performance can also be influenced by each teacher's competency. So, the competence of a teacher is called a professional teacher. Professional teachers are teachers who are able to carry out their duties well and work professionally on the job and are responsible and have skills that support their duties. In accordance with what said (Mahendra, 2021) Professional

teachers must be able to demonstrate their expertise in their field. Primarily in the field of education, which is relied on by the teacher, pedagogical or scientific competence is very fulfilled by seeing that the teacher has mastered in one field so that they can master education. Furthermore, teachers must have social competence, this social competence must be mastered by a teacher because by having social competence the teacher or educator can communicate socially with all educational academic residents in the institution. So, the teacher does not appear silent but appears humble to the students. Furthermore, teachers or educators have personality competence. Having a good and polite personality will give educators their own value. The last one is the teacher or educator, who has this attitude of professional competence as the pinnacle in knowing educational performance (Alwi & Mumtahana, 2023; Ferine, Aditia, Rahmadana, & Indri, 2021). With the role of the principal knowing the attitudes of educators, or knowing the performance of educators, the principal through all elements will be able to improve every quality of education.

Quality schools can be seen from the results of national exams, student activities, teacher professionalism, school alumni graduates and the results of competitions (Alimohammadlou & Eslamloo, 2016; Idris, Trisnamansyah, & Wasliman, 2022). According to the teachers, a quality school can be seen from the achievements obtained in competitions, output, curriculum opinions, quality schools can be seen from daily activities. In accordance with what Ayuningtyas said (Ayuningtyas, 2023). A quality school can be seen from the discipline of its students, the leadership of the principal, and the performance of the teachers who teach. To achieve the level of a good quality school, it is not easy, said the principal, because it involves all existing elements (Anwar, Rahman, Nurwahidin, Sutrisno, & Saputra, 2023; Kango, Kartiko, & Zamawi, 2021). Amanatul Ummah Senior High School has very serious obstacles in terms of low input so it is very difficult to compete, according to the system, teachers are easier to process and become better. good, while low input requires a long process. Efforts being made by Amanatul Ummah Senior High School to improve quality are looking for good input, providing enrichment, providing training to teachers, and providing guidance to teachers and students. Apart from improving teachers through coaching, improving the quality of students through good input, and adding supporting infrastructure. For students, this means studying well and trying to make Amanatul Ummah Senior High School a high quality school.

According to researchers, a quality school is a school that has good and capable academic and non-academic results. This means that the school has achievements that can compete with schools in the surrounding area, both locally and internationally. The achievements in question are not frequent, these achievements are only for general education but can also be religious achievements. Because this school is located in an Islamic boarding school environment, sometimes this school institution receives awards with many students who are examples in their achievements as students who achieve well. In general and religiously, so that it becomes balanced and is able to make the Amanatul Ummah Superior High School educational institution compete with schools around it. Through maximum training, carried out by educators and those responsible for education to develop in the progress of quality educational institutions with good quality.

CONCLUSION

Based on the results of the research and discussions that have been carried out, it can be concluded that the role of the school principal is in improving teacher performance and school quality, by explaining, organizing, actuating, or controlling. Because, it has a tremendous effect on progress and improvements for the institution itself. Teacher performance still has to be improved, it doesn't have to be continuously pushed by the school principal. However, using the teacher's duties or rights and obligations that have been prepared, as what steps the teacher must take so that the principal only supervises. And the quality of the school is well implemented in every point of its vision and mission. So, the rules for educators and students are all clearly stated. So in the end, the quality of the school can be seen from the institution that produces how many and what graduates enter state and foreign universities.

This research confirms and affirms previous research that the role of school principals can have an impact on the sustainability of educational institutions. As a supervisor, also as a controller in educational institutions. With, the actuality of education that is being carried out. This research has limitations, with at least the limitations of the researcher. In choosing a place, research, and limitations in selecting, informants are an instrument for extracting educational information.

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