

Principal's Strategy in Implementing Educational Management at SMA Bina Warga 1 Palembang

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Abstract: The principal is the highest leader in an educational unit who has the task and responsibility to manage the educational unit, therefore this study aims to describe and analyze the Principal's strategy in implementing educational management and the factors that hinder and support the implementation of the Principal's strategy in implementing educational management and the efforts made by the Principal in overcoming obstacles in the implementation of Educational Management at SMA Bina Warga 1 Palembang. The research data were obtained by interviews, observation and document methods which were analyzed using interactive model analysis. Based on the results of the study, it was concluded that 1) the Principal's strategy in implementing educational management at SMA Bina Warga 1 Palembang implemented the principles and functions of educational management such as planning, organizing, implementing/driving, and supervising, especially in the governance of students, educators and education personnel, and facilities and infrastructure so that the implementation of education runs in accordance with applicable regulations. 2) inhibiting and supporting factors for the implementation of the principal's strategy in implementing educational management at SMA Bina Warga 1 Palembang including the principal's ability in educational management and leadership, support and active participation of educators and educational personnel, availability of adequate facilities and sufficient resources to support the learning process, a positive culture that has grown and developed in the school. While inhibiting factors include budget limitations, less than optimal communication and coordination, educators' understanding of new approaches to changing school conditions, and parental support that is not yet complete. 3) efforts made to overcome obstacles to the principal's strategy in implementing educational management at SMA Bina Warga 1 Palembang include optimizing the use of human resources, a persuasive approach to teachers and stakeholders, implementing time management, strengthening collaboration with parents and other stakeholders.

Keywords: Strategy, Principal, Educational Management.

1. Introduction

Education is an important part of the national development process. Education is truly held to produce competent human resources. That is why education is expected to be able to produce outcomes, not just output. It is stated so that the results of the education process can optimize people's lives through the skills they have. Not just gaining knowledge, but also participating in applying skills for the benefit of life (Mbuik 2019:28).

This is in line with the function of education as stated in Law Number 20 of 2003 concerning the national education system. That education functions to develop abilities and

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shape the character and civilization of a dignified nation in order to educate the life of the nation, aims to develop the potential of students to become human beings who believe and fear God Almighty, have noble morals, are healthy, knowledgeable, capable, creative, independent, and become democratic and responsible citizens (Noor 2018:124). However, in practice, in the implementation of the function of education there are still many problems.

The principal is a professional who works in a school and is responsible for managing all its resources. They are also responsible for working with teachers, staff, and other employees in teaching students to achieve their academic goals (Minsih, Rusnilawati, and Mujahid 2019:29). Effective educational management is an important factor in improving the quality of education in schools. Educational management is the process of planning, organizing, directing, supervising, and evaluating education to achieve educational goals (Faisal 2020:195).

However, in practice implementing effective educational management is not easy. Principals are faced with various challenges, such as changes in educational policies, diverse student needs, limited resources, and changing community demands. Therefore, principals need to have the right and effective strategies to face these challenges.

The reality in the field to create a quality education, there are many problems that occur at SMA Bina Warga 1 Palembang. The Principal is faced with various problems, not a few of which are problems with facilities and infrastructure are also often faced by schools, for example, the lack of access to technology such as computers so that the teaching and learning process is less than optimal, the existence of educators and education personnel who are less disciplined at work, student delinquency, student discipline problems. In addition, the lack of courage of the Principal to propose improvements to facilities and infrastructure that support the smooth process of teaching and learning activities, then coordination between the principal and educators and education personnel sometimes results in differences of opinion, causing discomfort in developing tasks.

2. Literature Review

Education Management

Educational management is a field of study and practice related to educational organizations. So it is expected that through educational management activities, educational goals can be implemented effectively and efficiently (Fardiansyah et al. 2022:2). Educational management is a process of cooperation to achieve predetermined educational goals. Therefore, it is very important for educational program management (Agustin and Effane 2022:904).

Educational management is Planning, organizing, implementing, directing, and supervising efforts and the use of other resources to achieve the goals of educational institutions (Hidayat et al. 2023:56). Educational Management is a collection of organizational functions that have the main objective of ensuring the efficiency and effectiveness of educational services, as well as implementing policies through planning, decision making, leadership behavior, preparing resource allocation, stimulating and coordinating personnel and a conducive organizational climate, and determining essential changes in facilities to meet the needs of students and society in the future (Budiman and Suparjo 2021:516).

Principal Strategy

Strategy is a way to organize all organizational resources into a cohesive unit that can work towards a common goal (Noprika, Yusro, and Sagiman 2020:226). Strategy is a method to achieve goals through strategic integration of all fundamental components of the company (Yumnah et al. 2023:93).

The principal is the only person who is responsible for teaching and influencing everyone involved in school educational activities to work together to achieve academic goals (Sutisna, Rozak, and Saputra 2023:6896).

The principal is a functional educator who is tasked with supervising the school where teaching and learning take place (Solana and Mustika 2023:407). The principal is a leader in the school and is tasked with activating all resources currently available to meet the goals of the institution. Thus, the role of the principal as an educational leader is an important aspect that influences schools to achieve common goals (Sriwahyuni, Kristiawan, and Wachidi 2019:23).

METHODS

This study uses qualitative data, which is the umbrella for all types of research approach methods used to research natural social life (Sugiyono 2021:361). A qualitative approach is a research work mechanism that is guided by non-statistical or non-mathematical subjective assessments, where the value measures used in this study are not numbers or scores, but rather categorizations of values or qualities. In terms of results, a qualitative approach provides very specific and detailed guidance on research results, it is subjective and transferable. Therefore, generalization is impossible in qualitative research (Suyitno 2018:56).

3. Proposed Method

Research result

1. The Principal's Strategy in Implementing Educational Management at SMA Bina Warga 1 Palembang

Implementing educational management at SMA Bina Warga 1 Palembang in the aspects of student management, educator and education personnel management, and infrastructure management as an inseparable part of the process of organizing education in educational units. The implementation of educational management refers to the management functions described from the results of interviews, observations and document searches conducted by researchers at the research location in this case SMA Bina Warga 1 Palembang with the aim of obtaining information, statements related to the principal's strategy in implementing educational management as described as follows.

a . Planning

Planning is the initial stage in every activity, especially implementing a particular strategy. The implementation of planning is very important because this stage will support the success of implementing a strategy so that it can run according to the desired goals.

In his role as a leader, the principal must be able to influence everyone involved in the educational process, namely teachers, students, and all staff to create a positive school climate to achieve the goals and quality of the school. This was conveyed by "SZ" the principal of SMA Bina Warga 1 Palembang that

"Our school implements educational management in accordance with the vision and mission and goals of SMA Bina Warga 1 Palembang, but before implementing educational management, we identify the conditions and potential of the school, so that in implementing educational management it is in accordance with the vision and mission of SMA Bina Warga 1 Palembang" (interview results dated November 21, 2024). "

Deputy head school say that :

" various preparation done in compilation vision , mission and school programs that support implementation management education , drafting process vision , mission and goals school involving a number of step important thing to do followed For ensure that statement the reflect aspirations and needs school . (Interview results) date , November 22, 2024)".

Management good education covers a series practices and principles designed For increase quality education , efficiency operational , and stakeholder satisfaction . Some element key

from management good education is one of them is clear vision and mission , smart goals , style leadership participatory , development leadership .

b. Organizing

Indicator success a organization or institution Good That organization education like unit education and also non- educational institutions very determined by ability leader organization in move all source the power that exists in the organization so that the organization reach the purpose then a management process is carried out and one of the management processes is consists of from organizing .

Organizing is a process for to design formal structure , grouping and organizing as well as to divide task or work among members organization , so that the goals organization can achieved with efficient . So that can concluded , organizing is the whole process of grouping people, tools , tasks , responsibilities responsibility and authority so that created a unity that can moved For reach the goals that have been set .

From the results of observations carried out at SMA Bina Warga 1 Palembang. It has been seen existence stages organizing participant educate support strategy head school in apply management education do coaching and mentoring that provides support , motivation , and direction in the learning process students . Approach This help create more relationship near between teachers and students , as well as increase trust self student .

“ Focus our main is do analysis need students . We believe that understand challenges faced student is step First For designing effective programs . With do survey and discussion , we can identify areas that need attention more . Mentoring program very important . We involve teachers and counselors. For give support academic and emotional . This help student feel more connected and supported in the learning process they .” (results interview November 23 , 2024)”

In fulfillment need means infrastructure, based on results search documents in the section affairs means infrastructure obtained description that fulfillment need facilities at Bina Warga 1 High School, Palembang based on teacher needs and teacher proposes to head school the means required.

" For means infrastructure , procurement his customized with existing needs and costs Because school fees No only For means but also for other needs , but Of course cost For means become priority that's why we besides enter in plan budget schools also communicate with stakeholders like committee school and thank God response committee very Good even they support our activities ” (Interview results) with M dated November 23, 2024)”

M further said that the use of facilities is handed over to the administration section that manages the facilities and the person responsible for each facility so that they can know and identify the need for facilities that can support the implementation of educational management.

c. Implementation of Leadership

Educational management is the process of planning, organizing, implementing, and supervising educational activities to achieve effective and efficient learning goals. Therefore, educational management plays an important role in creating an effective and responsive education system to the needs of students and society. Through a planned and coordinated approach, educational management can improve the quality of learning and produce quality graduates.

In educational management, the principal's leadership plays a very crucial role in determining the direction and quality of learning in schools. As a central figure in an educational organization, the principal is not only responsible for administrative management, but also for creating a vision and strategy that can drive the progress and success of the school.

Effective leadership is one of the main keys to the successful implementation of good educational management. Here the main focus is to identify and analyze various leadership strategies used by the principal in carrying out his duties, and how these strategies impact the management and improvement of the quality of education in schools.

d. Supervision

In educational management, supervision serves to ensure that the educational process runs according to plan and achieves the goals that have been set. Supervision aims to maintain quality standards in teaching and learning, ensuring that the methods and materials used are effective. This was also conveyed by SZ about the principal conducting direct observations in class to assess the interaction between teachers and students, as well as the effectiveness of teaching methods.

Based on the results of direct observations in the field on November 23, 2024, in addition to observation and monitoring activities, the school also provides guidance and assistance to teachers who carry out the learning process so that the implementation is in accordance with educational standards. (results of an interview with the vice principal M on November 23, 2024)

Internal evaluation and external evaluation such as the role of stakeholders in supporting the implementation of educational management, as stated by SZ regarding evaluation in implementing educational management that "evaluation in implementing educational management at SMA Bina Warga 1 Palembang includes evaluation of the role of stakeholders because their involvement has a significant impact and the parties involved are in accordance with the needs of the educational unit in implementing the implementation of educational management" (Interview results dated November 26, 2024).

2. Efforts made to overcome obstacles in implementing educational management at SMA Bina Warga 1 Palembang

In overcoming the obstacles faced in implementing effective educational management. Such as the main obstacles we face in implementing educational management are the lack of resources, both in terms of facilities or infrastructure, budget, and teaching staff. In addition, there are challenges in terms of communication between the school and parents of students, as well as a lack of understanding of effective educational management, both from the side of teachers, staff, and students.

In an effort to overcome the existing obstacles, we tried to digitize several administrative processes, such as using school management software to store student data and attendance. We also conducted internal training to improve work efficiency and staff understanding of existing tasks. (results of interview with L on November 26, 2024).

One of the students said that one of the challenges when carrying out learning activities is that sometimes the material taught is too fast, making it difficult for some of my friends to understand. In addition, school facilities such as classrooms and learning aids are sometimes inadequate. They hope that there are more teaching aids that can help us understand the material more easily. In addition, maybe learning can be more interactive and fun, so that we are more enthusiastic about learning. (Results of interviews with students on November 22, 2024).

The school has held several regular meetings and provided an application that facilitates communication. Although there are still shortcomings, I feel that the school is increasingly trying to improve the communication system and involve parents more actively. I also hope

that the quality of teaching will continue to be improved through training for teachers. (Results of interview with W on November 28, 2024).

Discussion

The principal is the highest leader of the educational unit and is responsible for the implementation of education. In carrying out his duties and functions as a principal, he must have the ability to apply educational management because all management in the educational unit is entirely the responsibility of the principal. The results of a study conducted by Darsiana Putri, Nanda Silvia Ramadini, Riswanti Rini, Ulwan Syafrudin (2023) concluded that as an educational leader, the principal has quite heavy duties and responsibilities. The effectiveness of the principal in implementing management functions is the accuracy of the application of the principal's abilities in planning, organizing, mobilizing and controlling as well as the optimal utilization of all educational resources, both human resources, funds, facilities and infrastructure including information, namely showing the extent to which the principal carries out his main duties properly and correctly to achieve goals.

Wahyudi (2009:68) further said that managerial skills must be possessed by the Principal, because managerial skills are the Principal's ability to manage resources in the school, based on the competencies set in order to achieve predetermined goals. The high or low ability of the Principal in empowering his staff is closely related to the selection of the right leadership pattern and style by the Principal/school, which greatly helps his daily tasks as the driving force of the school/madrasah organization, especially in improving the quality of teacher performance. The Principal in his capacity as a leader is required to be able to reflect appropriate leadership behavior to provide assistance to teachers in improving their competence. (Ariadna Mulyati, 2022:7) .

Role head school as leader education very important in reach objective quality education . In carry out his duties , head school need plan a well thought out strategy For manage various aspects that influence success education . according to Ariadne Mulyati (2022:6) said head school is a very person determine in walking a activity organization appropriate school /madrasah with expected rails , roles and responsibilities the answer very much weight , for That required cooperation with stakeholders involved in the world of education , in order to achieve objective expected education . As leader in school , Principal school / school is the individual being sued capable do transformation his ability through guidance , direction and empowerment to all over inhabitant school to achieve objective optimal school .

Factor Supporter in apply Educational management at Bina Warga 1 High School, Palembang is head school own good knowledge about management effective education and leadership . Ability For lead team and take decision strategic very support success management . With Thus , Leadership head a visionary and communicative school become factor key in direct all activity education . Support from a capable leader motivating and inspiring all over staff and students create conducive environment For learning . Skills leadership head school help create clear vision and mission , and guide they in reach objective education .

Support and participation active from staff and teachers in the process of taking decision strengthen implementation strategies that are designed and have not quite enough answer to success of the program. Good collaboration between teacher and principal school in plan activity learning and development school . Quality power educator is factor key in success management education . Teachers who have competence and professionalism tall in his field will give impact positive to quality teaching and learning . Skilled and experienced teachers capable create atmosphere conducive class , managing learning with effective , and give good guidance to students . Development teacher professionalism through training and workshops periodic also strengthens quality education in schools (Miramadani , Putri, and Faelasup 2024:256).

Support that is not lost importance namely training programs and workshops for increase teacher competence . One of the purpose For introduce teachers to the principles design effective curriculum , including preparation of RPP (Lesson Plan) Implementation appropriate learning) with need students . Support in development professionalism increase teacher motivation and performance in the classroom . Opportunities For learn and share experience with colleagues they very help in increase quality teaching (Sulastrri , Fitria , and Martha 2020:261).

In apply management education is one of challenge the main thing is face limitations in budget constraints procurement facilities and resources Power adequate education . For That a number of solution For overcome challenge the among others the head school can explore possibility get funds from donations , sponsorships, or cooperation with other institutions for increase facilities and resources Power education . Prioritize use budget For need urgent and important , and do evaluation routine to use source power . And also Hold training programs in a way periodic for teachers and staff For increase competence they . This can includes workshops on method teaching innovative , use technology in education , and management class .

5. Conclusions

Conclusion

1. The Principal's strategy in implementing educational management at SMA Bina Warga 1 Palembang has implemented student management, educator and education staff management, and infrastructure management well.
2. The principal implements student management, management of educators and education personnel, and management of facilities and infrastructure referring to the principles and functions of educational management such as planning, organizing, implementing/driving, and supervising so that the impact is not only that the education process runs well but more than that, there is an increase in student competence and the formation of student character.
3. The implementation of educational management is strongly supported by several factors, including the principal's ability in educational management and leadership, support and active participation of educators and education personnel, the availability of adequate facilities and sufficient resources to support the learning process, and a positive culture that has grown and developed in schools.
4. The implementation of educational management at SMA Bina Warga 1 Palembang is inseparable from the emergence of inhibiting factors, including budget limitations, less than optimal communication and coordination, educators' understanding of new approaches to changing school conditions, and parental support that is not yet complete.

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