



## Principal's Leadership Strategy in Realizing School Quality at SDN Kwarasan 01 Grogol Sukoharjo, Central Java

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### ABSTRACT

This research is based on the establishment of SDN Kwarasan 01 Grogol in 1954, and was led by the first principal. The purpose of this research is to understand the extent of the leadership strategy of the principal of SDN Kwarasan 01 Grogol now to realize school quality. This research is a descriptive qualitative research. The data collection used is interviews and documentation. The data analysis technique used in this study used three analyses including data reduction, data presentation and verification or conclusions. The results of the following study show that the implementation and evaluation of the quality of education at SDN Kwarasan 01 is carried out in three ways, the first: improving teacher skills, second: increasing the potential of students in the field of science. Full assistance from the local government and the central government in the development of schools is a supporting factor to achieve school quality. The results obtained from the development of the quality of education are the increasing achievements of students who are derived from competitions in the fields of science both general and religious and human resources contained in schools.

**Keywords:** School quality, Leadership strategy

### ABSTRAK

Penelitian ini didasarkan pada pendirian SDN Kwarasan 01 Grogol pada tahun 1954, dan dipimpin oleh kepala sekolah pertama. Tujuan dari penelitian ini adalah untuk mengetahui sejauh mana strategi kepemimpinan kepala sekolah SDN Kwarasan 01 Grogol saat ini untuk mewujudkan mutu sekolah. Penelitian ini merupakan penelitian kualitatif deskriptif. Pengumpulan data yang digunakan adalah wawancara dan dokumentasi. Teknik analisis data yang digunakan dalam penelitian ini menggunakan tiga analisis yaitu reduksi data, penyajian data dan verifikasi atau penarikan kesimpulan. Hasil kajian berikut menunjukkan bahwa pelaksanaan dan evaluasi mutu pendidikan di SDN Kwarasan 01 dilakukan dengan tiga cara, pertama: meningkatkan keterampilan guru, kedua: meningkatkan potensi siswa dalam bidang ilmu. Bantuan penuh dari pemerintah daerah dan pemerintah pusat dalam pengembangan sekolah merupakan faktor pendukung tercapainya mutu sekolah. Hasil yang diperoleh dari pengembangan mutu pendidikan adalah meningkatnya prestasi siswa yang bersumber dari kompetisi bidang ilmu pengetahuan baik umum maupun agama dan sumber daya manusia yang terdapat di sekolah.

Kata Kunci: Kualitas Sekolah, Strategi Kepemimpinan

### INTRODUCTION

Strategy is the key to success in realizing the school's mission. A good principal is a schoolmaster who has a way to advance the school. Strategy is the first and essential action when the leader has a goal to move the school forward. Without a way, the school's strategy cannot work. David argues that strategy can be defined as expertise and knowledge in describing, implementing, and assessing cross-functional provisions that enable the institution to realize its objectives<sup>1</sup>. The references practiced

by educational institutions in achieving school quality must vary. Among other things, strengthening networks, some are strengthening human resources (HR) and others. Kunandar argues that education is the key to modernization or education which is the development of human resources which makes one of the conditions for the development of a nation<sup>2</sup>. People are consumers of education, who have begun to inquire about and choose quality schools. Many regions in Indonesia, for example, some parents want to send their children to school in

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<sup>1</sup> Fred R David, "School Strategic Management", 2009, 1-35.

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<sup>2</sup> Kunandar, "Professional Teachers And Implementation Of KTSP.Pdf", 2007



educational institutions that have high quality, so quality is an important goal of education consumers these days.

Researchers see the development of SDN Kwarasan 01 in the last two years, has made significant progress, starting from the improvement of student lessons, the improvement of institutional organization. If you look at the development of school schools, especially in Central Java Province, it is still very far from the development of schools in other developed cities, while there are already very many schools in big cities that can be used as a model for improving schools, depending on the efforts and beliefs of the school which is supported by local governments so that it can improve as well as schools in other major cities .

SDN Kwarasan 01 is a school that produces basic education graduates who are in accordance with the school's vision with noble morals, knowing general science and religion in answering obstacles encountered by the community recently. Efforts in directing a quality balance, combining intellectual, spiritual, emotional, and social intelligence are dreams that want to be realized from the education program of SDN Kwarasan 01 within a period of two years which it has been running, this has shown some good successes, in the future SDN Kwarasan 01 Grogol will be able to compete with other schools in Central Java Province.

## LITERATURE REVIEW

When assessing quality education is undoubtedly necessary certain indicators. Sallis argues that there are several criteria for good quality in educational institutions, including: a) high ethical values; b) satisfactory test scores; c) prayers from parents, the business world as well as from the people in the neighborhood; d) Abundant human resources; e) implementation of new technologies; f) a firm and purposeful management; g) concern and attention to

learners; h) a curriculum that is balanced and relevant to the level of education<sup>3</sup>

In improving the quality of education, it is necessary to observe from many sides. There have been several education experts who have argued about the deterioration of the quality of education in Indonesia. Quality is an important thing, one of which is part of the educational process. The lesson procedure is the mission of the educational institution. The quality of the school is the quality of alumni and services that provide comfort for related parties in the education.

The general quality as revealed by Finda Nestria Jelita and Ary Ferdia said that it can be through PDCA (Plan, Do, Check, Art) to the method of organizing school education, including *Plan* or planning, *Do* or implementation, *Check* or evaluation, and *Art* or follow-up.

The principal's strategy can analyze directly the strengths of the school and the weaknesses that are inherent in the school. Likewise with the school leadership strategy to realize the quality of the school, the principal is responsible for providing teaching and impacting all parties related to educational activities in the school to be able to work together to realize the school's goals. Of these, the principal can pay attention to the interests of operationalization in all agreed basic policies by taking into account the ability of the school in that section. So that it can make feedback as a supportive tool in school activities for all parties involved in the implementation of a predetermined way to understand whether it is in accordance with the goals that have been exceeded or just realized or can also not be achieved. Everything is needed as a material and basis in taking the provisions in the future.

If we look at the management functions, which consist of *Planning* (planning), *organizing* (regulation), and *Controlling*

<sup>3</sup> Muhammad Rifa'i, *Manajemen Peserta Didik, Journal of Chemical Information and Modeling*, vol. 53, 2018.



(evaluation), therefore, the principal can also act as a learning supervisor as well as an evaluator of the school education program<sup>44</sup>

## RESEARCH METHODS

The research approach used in this research is qualitative research, meaning research whose explanation is in the form of words to a special and natural context that uses the scientific method which is intended to provide explanations with the literature study method, so that the method carried out is reading, studying and studying in a good.

## RESULT AND DISCUSSIONS

Improving the quality of schools must be seen from various parts, namely that many education experts have expressed their opinions on the causes and solutions to overcome the current deterioration in school quality. The learning process is the goal of educational organizations. In implementing the improvement of teacher competencies at SDN Kwarasan 01, the author can explain a number of data and analyze those related to the implementation of teacher skills improvement at SDN Kwarasan 01, the extent to which the implementation of the principal's leadership improves the performance of educators and the skills of students, to achieve quality schools. The improvement of human resources in an institution is fundamental. Investments in the improvement of human resources are *the outputs* that are shown in improving the productive capabilities of oneself. Point of view on the improvement of human resources consists of many things that are quite broad to the institution.

Improvement of human resources (HR),

is a sequence of coherent and conceptual activities designed by the institution in providing opportunities for its members in learning the skills needed in completing current and future work qualifications. Competence is the ability to implement something that is obtained through education and training. Then competence is a skill that is fulfilled in implementing a job obtained through education and training channels. Teacher training competence is something that must be possessed and mastered by educators at the level of education which there are<sup>5</sup>

Purwani said "every activity related to educators and students in improving the quality of school, we are definitely involved, I am a class teacher who has had the opportunity to meet teachers in the district, which is our experience when we were educators and I am grateful to have gained the knowledge and experience I gained". (Interview with Purwani)

In accordance with the results of the interview, the principal is now very focused on improving the skills of educators as experienced educational personnel, this is able to help speed in achieving quality at SDN Kwarasan 01, the demands in continuous improvement of skills due to the essence of the study study in the position of lessons that often develop and change accordingly in terms of place and time<sup>6</sup>. Meanwhile, the obligation of each educator in developing his skills on an ongoing basis related to the implementation of duties and responsibilities professionally, also encourages the development of development on life found in society, developments in government and changes in the educational curriculum. This, in

<sup>4</sup> JAVIER MELLONI, "Strategi Kepala Madrasah Dalam Mincrase the Quality of Pendidikan Pada MIN Buengcala Kecamatan Kuta Baro Kab Aceh Besar," *Sed of Being* 4, no. 2 (2019): 63–67, <https://doi.org/10.2307/j.ctvt9k11w.13>.

<sup>5</sup> Indah Susilowati, Retno Sri Iswari, and Sri Sukaesih, "Unnes Journal of Biology Education Pengaruh Pembelajaran Berbasis Proyek Terhadap Hasil Belajar Siswa Materi Sistem Pencernaan Manusia Info Article," *J.Biol.Educ* 2, no. 1 (2013): 50229, <http://journal.unnes.ac.id/sju/index.php/ujeb>.

<sup>6</sup> Purwani, "Interview with Purwani" (Sukoharjo, 2022)



addition, also makes it mandatory for schools to provide space for the teacher's god in developing the intended skills.

The principal of SDN Kwarasan 01 Grogol also provides opportunities for educators to participate in every school development activity<sup>7</sup>. The educators from SDN Kwarasan 01 are new teachers, including from several universities in Solo Raya, various capacities in their respective academics, so in improving skills and experience is also very necessary to achieve quality schools.

"At this time, the first time I was entrusted with the position of secretary, with that I was able to add to the experience that I could get, so far what I know is that the principal is very much concerned with the development of educator skills, so that activities such as workshop activities, this socialization often relates teachers, in addition, there are initiatives from the principal, for example technical training in online-based lessons, the principal also brings in competent parties to carry out socialization about these online lessons, as well as the use of applications socialized from the Ministry of Education and Culture" (interview with Siska Dewi)

In improving the skills of educators at SDN Kwarasan 01, the principal often gives full concern to educators with strategies for involving educators in workshops and trainings to develop the quality of educators who professional.

"We have participated several times in activities in our development, including both activities in the form of administrative training and then socialization about archive management from the department. education and culture, this is very beneficial to us educators". (interview with Leni Kusnindar)

Educators have a duty in directing the teaching and learning activities of students to

realize lesson objectives, therefore educators are asked to be able to deliver lesson materials effectively. Educators are required to often improve and master the subject matter to be socialized<sup>8</sup>. In the implementation of the lesson process, educators are required to show the principles of methodical didactics in the teaching science used.

"As far as I am aware that the principal of SDN Kwarasan 01 is very disciplined, the principal, always prioritizes educators and students to develop creativity in school, in communicating with educators is also closely intertwined" (interview with Purwani).

From the interview results that SDN Kwarasan 01 Grogol is still trying to improve teacher skills, teacher recruitment at SDN Kwarasan 01 Grogol entrusts teachers who are young and come from several places in Solo Raya, for the mutual benefit in the future at SDN Kwarasan 01, a selection of educators based on good policies was carried out.

"We see that in improving the skills of educators, especially for PJOK teachers at SDN Kwarasan 01 Grogol, we have not been facilitated with a sports lab, then there is still a shortage of PJOK books and other books in the library". (interview with Riska)

The progress of education is actually not only from educators, because it also includes students and infrastructure and curriculum also affect it. However, of all the factors, the function of educators is indeed the most priority when achieving the quality of education. In achieving quality education, it must require quality teacher resources as well. Teachers are the part that most impacts the realization of educational processes and outcomes that quality<sup>9</sup>. In realizing quality teachers, meanwhile, from the level of education itself, it is also from several

<sup>7</sup> Siska Dewi, "Interview with Siska Dewi" (Sukoharjo, 2022).

<sup>8</sup> Leni Kusnandar, "Interview with Leni Kusnandar" (Sukoharjo, 2022).

<sup>9</sup> Riska, "Interview with Riska" (Sukoharjo, 2022).



factors of tranquility. The performance of good educators in realizing quality and intellectual students. The education procedure is a very long and comprehensive activity with careful planning, namely clear targets, examples that have been recorded in the Law of the Republic of Indonesia number 20 of 2003 concerning the national education system include: National education plays a role in improving skills and shaping the character and progress of a dignified nation in order to educate the nation's life, with the aim of developing students' abilities to become human beings of faith, noble character, healthy, knowledgeable, capable, creative, independent and being a democratic and responsible citizen<sup>10</sup>.

Learning achievement is the learning outcomes of female students obtained from lesson procedures and the learning outcomes obtained are the result of assessments or evaluations carried out by educators on students. The achievements obtained by students are efforts for self-development after participating in several training programs and lesson programs that have been made and conceptualized in accordance with the agreement. Whether it's from the form of academic or non-academic activities. All of this is due to the realization of extraordinary achievements from students, with which the school can improve the quality of school education.

By involving students in activities on a national scale, it is hoped that it will be able to provide progress for the implementation of education, therefore the quality of these female students can be improved. Planning for improving the quality of students is an activity of thinking at the beginning about something that must be carried out regarding the joint students in educational institutions. Planning is carried

out in the admission of new students to the lesson procedures and the assessment process until the female students come out with good achievements.

Efforts in student planning are initiated, namely estimates, formulation of goals, program creation, scheduling and financing<sup>11</sup>.

"Achievements at SDN Kwarasan 01 are directed at the fields of science and religion, the field of science, examples of national Olympiads, school science competencies, mathematics, biology" (interview with Siska Dewi, School Secretary) The results of the interview showed that the competition activities both at the regional and national levels that will be attended by students of SDN Kwarasan 01, this shows the academic or non-academic achievements of students in improving the quality of school. This success is also interrelated with school situations which can affect the success rate of learners. The madrasa environment also concerns the academic environment including the implementation of teaching and learning activities, some extracurricular activities and others. The school environment is also very supportive of students when increasing knowledge and knowledge in the development of insights and skills of students. The learning environment also becomes comfortable if there is good cooperation between the parties of the learning environment in the school. Educators actively develop and understand the place and time for the process of teaching and learning activities and can take policies that can indeed make learning situations and conditions conducive."The principal always tells the teacher, to often care about the achievements of students, because this is related to the good name of the school, as far as I understand, that the participants of SDN Kwarasan 01 have participated in regional activities and province". (Leni Kusnandar).

As can be seen in the interview above, SDN Kwarasan 01 has a focus on the development of lessons in schools, this can be synchronized with

<sup>10</sup> Abdul Aziz, "Communication of Educators And Learners In Islamic Education," *Mediakita* 1, no. 2 (2017): 173–84, <https://doi.org/10.30762/mediakita.v1i2.365>.

<sup>11</sup> Bustanul Arifin, "Improving the Quality of Education through Student Management," *FALASIFA: Journal of Islamic Studies* 9, no. 2 (2018): 1–20, <https://doi.org/10.36835/falasifa.v9i2.115>.



the direction of the principal. There is often supervision of coaching activities that have been planned so that they can run according to the goals of the school. This requires the cooperation of all elements of the school. As already it is known that this handling requires very much professional personnel, in the author's view, the number of manpower, teachers, so that there is a dual role in complementing the shortcomings in resources.

## CONCLUSION

The principal's leadership strategy to achieve quality schools at SDN Kwarasan 01 Grogol is explained through characters including programs, concepts and strategies for implementation as well as educational assessment. Programs on strengthening the skills of educators have been carried out, through the participation of educators of SDN Kwarasan 01 in several activities, including improving the skills of subject teachers, class teachers in workshop activities, computer training and then in increase the success of students as evidenced by achievements in the development of lessons in both scientific and religious fields. The implementation carried out on the vision and mission of the school to achieve school quality, so that the characters in the implementation of quality show that the principal has a powerful strategy in providing the best quality to meet the educational needs of SDN Kwarasan 01 schools.

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