Analysis of Strategies of School Leaders in Increasing Students' Learning Achievement at Sekolah Dasar Islam Terpadu AlAzhar Rautauprapat

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Abstrak

Tujuan penelitian ini. 1) Mengetahui cara merencanakan, 2) mengorganisasikan, 3) melaksanakan, 4) mengontrol dan membatasi proses manajemen strategi kepala sekolah untuk meningkatkan prestasi siswa di Sekolah Dasar Islam Terpadu Al Azhar Rautauprapat. Penelitian ini dilakukan di Sekolah Dasar Islam Terpadu Al Azhar Rautauprapat, jenis penelitian ini adalah penelitian kualitatif. Pendekatan dalam penelitian ini menggunakan pendekatan deskriptif kualitatif. Informan penelitian ini adalah kepala sekolah, wakil kepala sekolah, dosen, staf, dan siswa. Pengumpulan data didasarkan pada metode observasi, tanya jawab, dan dokumentasi, dan analisis data dilakukan melalui reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa: Implementasi peran administrasi kepala sekolah untuk meningkatkan hasil belajar siswa di Sekolah Dasar Islam Terpadu Al Azhar Rautauprapat menggunakan metode Planning, Organization, Leadership and Control (POAC). Perencanaan kepala sekolah ada dua, yaitu: perencanaan siswa melalui penyusunan RPP dan kegiatan ekstrakurikuler. Sementara itu, perencanaan guru memberikan pelatihan dan bimbingan. Maka organisasi yang diciptakan oleh pelanggan harus menciptakan semua pemangku kepentingan dalam wadah yang baik. Kemudian klien mengeksekusi atau menggerakkan wadah yang baik. Kepala sekolah kemudian mengimplementasikan atau menggerakkan wadah untuk bekerja sama mengembangkan visi, misi, dan tujuan sekolah. Terakhir, direktur mengevaluasi dan mengevaluasi semua program yang dilaksanakan.

Kata Kunci: *Pimpinan Sekolah, Prestasi Siswa, SDIT.*

Abstract

The purpose of this research. 1) Know how to plan, 2) organize, 3) implement, 4) control and limit the principal's management process to improve student learning outcomes at Al Azhar Rautauprapat Islamic Elementary School. This research was conducted at the Integrated Islamic Elementary School Al Azhar Rautauprapat, this type of research is qualitative research. The approach in this study uses a qualitative descriptive approach. The informants of this study were school principals, vice principals, lecturers, staff and students. Data collection is based on the method of observation, questions and answers, and documentation, and data analysis is done through data reduction, data presentation, and drawing conclusions. The results showed that: The implementation of the administrative role of the school principal to improve student learning outcomes in Al Azhar Rautauprapat Islamic Elementary School uses the Planning, Organization, Leadership and Control (POAC) method. There are two principal plans, namely: student planning through the preparation of lesson plans and extracurricular activities. Meanwhile, teacher planning provides training and guidance. Then the organization created by the customer must create all stakeholders in a good container. Then the client executes or drives the good container. The principal then implements or drives a platform to work together to develop the vision, mission and goals of the school. Finally, the director evaluates and evaluates all implemented programs. Leadership and Control (POAC) method. There are two principal plans, namely: student planning through the preparation of lesson plans and extracurricular activities. Meanwhile, teacher planning provides training and guidance. Then the organization created by the customer must create all stakeholders in a good container. Then the client executes or drives the good container. The principal then implements or drives a platform to work together to develop the vision, mission and goals of the school. Finally, the director evaluates and evaluates all implemented programs. Leadership and Control (POAC) method. There are two principal plans, namely: student planning through the preparation of lesson plans and extracurricular activities. Meanwhile, teacher planning provides training and guidance. Then the organization created by the customer must create all stakeholders in a good container. Then the client executes or drives the good container. The principal then implements or drives a platform to work together to develop the vision, mission and goals of the school. Finally, the director evaluates and evaluates all implemented programs. Then the organization created by the customer must create all stakeholders in a good container. Then the client executes or drives the good container. The principal then implements or drives a platform to work together to develop the vision, mission and goals of the school. Finally, the director evaluates and evaluates all implemented programs. Then the organization created by the customer must create all stakeholders in a good container. Then the client executes or drives the good container. The principal then implements or drives a platform to work together to develop the vision, mission and goals of the school. Finally, the director evaluates and evaluates all implemented programs.

Keywords: School Leadership, Student Achievement, SDIT.

Introduction

Vocational school leaders are expected to be able to fulfill and develop their potential which in turn can improve the quality of education in their institutions. This increases public trust in formal educational institutions. The principal is expected to be the leader of the innovators in the school. Therefore, the leadership quality of the principal determines the success of the school. School leaders must strengthen existing human resources to achieve school goals.

However, based on research results, there are still various obstacles in this field, especially in the direction of compliance. There are a lot of unfulfilled expectations that cause a lot of anxiety. For example, the lack of attention to the intelligence and abilities of each student at school, the inadequate condition of educational facilities and infrastructure, the lack of teacher awareness about increasing student success. Related to the task and very strategic position, managers must have creativity, namely the ability to convey ideas and imagination to teachers and students.

The range of school administration tasks can be roughly divided into two main aspects, namely work in school administration and work related to professional pedagogical training. To carry out this task as well as possible, there are three main types of skills that must be possessed by the principal as an educational leader, namely technical skills, communication skills (human relations skills) and conceptual skills. According to the perception of many teachers, the success of the principal's leadership is mainly based on his ability to lead.

Based on empirical observations at the Al Azhar Rautauprapat Islamic Elementary School which is the subject of research, the main obstacle to learning progress

students are the decreased intelligence and talent interest in each individual student in the school, the attitude of parents who do not care about their children's achievements, inadequate learning facilities, lack of awareness of teachers in improving student achievement. This requires the principal to carry out the implementation of the principal's management as well as provide and utilize the required facilities and infrastructure.

Griffin explained management is a process of planning (planning), organizing (organizing), implementing (actuating), coordinating (coordinating), and controlling (controling) resources to achieve goals effectively and efficiently. The social science encyclopedia says that management is a process by which editors are organized and controlled for specific purposes. Hyman said that management is the function of achieving something through the activities of other people and controlling individual efforts to achieve common goals.(Manulang, 2002)Processes describe the daily tasks or important activities that managers perform. These functions are often called planning, organizing, leading, and controlling.

Stoner emphasized that planning is the process of setting goals and actions needed to achieve organizational goals. Planning means that the client and his team have to think about setting goals related to their activities beforehand.(Amri et al., 2019)

Organizing means that two or more people work together in a structured way to achieve a goal or set of goals. The client must be able to determine the type of program needed and manage all options to achieve the intended goal. After compiling a program plan and assigning tasks, the next activity is identifying the steps to achieve organizational goals. This function is referred to as several subsections such as leadership, guidance, motivation and movement. The purpose of this function is so that members of the school organization or teachers can contribute to the achievement of the goals that have been set.

Directing is a management function related to efforts to provide guidance, advice, orders or instructions to subordinates in carrying out their respective tasks so that these tasks can be carried out properly and are directed towards the goals that have been set. Directions are carried out to measure and correct the work performance of subordinates to ensure that organizational goals at all levels and plans that are designed can be implemented properly. In this function, the principal can keep his organization on the right track. The principal takes a broader role in driving the school organization to achieve the set goals.

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right track. The principal takes a broader role in driving the school organization to achieve the set goals.

Strategic management is formed from 2 words, namely management and strategy, where strategic management is the science of formulating, implementing and evaluating strategic decisions between management functions that enable an organization to have goals that are tailored to the environmental conditions in which the organization is located. In this case strategic management includes the flow of decisions, ways of forming strategies, making design decisions and company programs and developing effective strategies.(Fadhli, 2020)

The strategy for managing school principals according to this study according to terminology is steps or activity strategies that have been prepared beforehand to achieve goals in the field of education as optimally as possible. according to

Brubecker, "Education must take place as a process of mutual adaptation of humans to nature." It is said that education is a two-way process between individual personalities in adjusting to the educational environment.

Therefore, the educational environment becomes a business that contributes to individual personality, which is useful for maturity and development as well as for life. The "Educational Dictionary" defines education as follows:
a. The process of forming skills, attitudes and behavior of a person in society.
b. Social processes provide a selected and controlled environment for optimal development of social and personal skills.

It can be concluded that education is an environment that is deliberately created to educate, train and guide someone for personal and social development. The presence of management in the organization is the purpose of carrying out activities to achieve goals efficiently and effectively.

Thus education is a planned system to create a complete human being. The education system has a big work to be developed, including consisting of: a). field of student work, b). the field of work of educational staff, c). teacher's area of work, d). field of curriculum work, e). field of arable facilities and infrastructure, f). financial field of work, g). field of arable partnership with the community and h). field of special guidance and services.(TDAPUP Indonesia, 2012)

Strictly speaking there is no formula that is the same and generally applies to management functions.

However, the management function can be examined from the main activities carried out by managers, namely planning, implementing, organizing and controlling. Principals are required to be able to lead as well as organize and manage the implementation of teaching and learning programs held in schools they lead, because without the management expertise of a school principal, the program that has been planned will not run optimally.

So that the world of education, the supervisory function is carried out as part of managerial implementation. At the school level, supervisors play more of a "quality assurance" role with supervisory duties as an effort to coach staff to improve and improve the quality of education.

Leaders must act not only as trainers, but also as evaluators of the programs implemented. Evaluation is needed to determine the level of achievement of predetermined goals. Each implementation of the work plan that has been carried out periodically must be evaluated. Evaluation is needed to prevent deviations and ensure the achievement of goals.

Education is a conscious and planned effort to create a learning atmosphere so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, social attitudes, and skills needed by themselves, society, nation and state.(Republic of Indonesia Law No. 20 of 2003 Concerning the National Education System, Article 1, Paragraph 19, nd)

Therefore, education is a planned system to create a perfect human being. The education system must develop many jobs, including: a). field of student work, b). working area of educational staff, c). teacher work area, d). education program work field, e). area of agricultural facilities and infrastructure, f). the field of financial work, g). in the field of agricultural cooperation with the community, etc. Field of consulting and special services.(TDAPUP Indonesia, 2012)

The teacher is a person who acts as a facilitator so that students can learn and develop their basic abilities and skills optimally, whether determined by the government, the community or the private sector. Therefore, teachers are not only known formally as coaches, teachers, trainers, coaches, but also as social agents used by the community to facilitate the participation of community members in schools.(Siahaan et al., 2021)

Etymologically, performance according to the Big Indonesian Dictionary means performance.(DP

Indonesia, 2008)Success is defined as the ability to fulfill an obligation or task. Success is what has been achieved, demonstrated performance, or ability to do what is done. Complete tasks according to the area and results obtained.

The definition of performance according to the Ministry of National Education is defined as a description of the level of achievement of the implementation of an activity, program or policy in realizing the goals, objectives, mission and vision of the organization. The performance of an employee is related to performance, work results, achievements shown at a certain time in order to fulfill individual work goals that will contribute to organizational goals.(Aisha, 2007)

It can be understood that performance can be understood as achievements, results or abilities that are achieved or shown in the implementation of work, obligations or tasks.(Susanto, 2016) In relation to teacher performance, it can be interpreted as achievements, results, or abilities achieved or demonstrated by teachers in carrying out educational and teaching tasks. As for what is meant by the teacher's teaching performance is a set of real behaviors shown by the teacher in accordance with his duties as a teacher. The duties of a teacher as a teacher include the activities of planning education, implementing education and evaluating education.

Method

A. Approach Method Used

This research uses descriptive qualitative research. Descriptive qualitative describes research that reveals events or facts, circumstances, phenomena, variables or circumstances that occur during research by presenting what actually happened.(Lexy Moleong, 2014)This research is adapted to the problems that arise and the research objectives which are to obtain a comprehensive picture of the managerial skills of school principals in overseeing schools as public service organizations.

Qualitative research is more concerned with the process aspect of the results. This is due to the fact that the relationship between the parts being studied will be much clearer when observed with the process.(Basrowi & Kelvin, 2008)From the above definition of qualitative research, it can be concluded that qualitative research is research that is humanistic in nature (humanity) that emphasizes processes rather

than results in matters of a social nature. Therefore, the data studied is data that will provide an overview and describe a more complex social reality.

Among them, educational institutions consisting of several different groups (interested parties). Researchers will try to explore the differences that exist between stakeholders at the Integrated Islamic Elementary School Al Azhar Rautaurapat without disturbing the people involved in the institution concerned.

B. Data Collection Techniques

Theoretically, data collection procedures in qualitative research can be done in three ways, namely: observation, interviews, and document study.(Sarlito & Eko A, 2009)In accordance with this theory, the researcher will describe the three ways of collecting data with the following techniques:

1. Observation

Observation is a way or method of systematically analyzing and recording behavior by observing and directly addressing people or groups. Observation is the foundation of all science. Scientists can only work from data, namely facts about the real world obtained through observation.

According to experts, observation is a systematic, logical, objective and rational observation of various phenomena, both in real and artificial conditions, to achieve certain goals.

Using observation techniques, researchers make direct observations of events, behaviors, objects, etc. at Al Azhar Rautauprapat Integrated Islamic Elementary School, which is required to consolidate information through the use of quizzes and quizzes.

2. Interview

The interview was conducted in detail so that those who answered were as perfect as possible. Interviews are questions and answers between interviewers who are interviewed to ask for information or opinions about a matter. An interview is a meeting of two people to exchange information and ideas through question and answer so that meaning can be constructed in a particular topic.

Interviews were carried out by asking a number of questions that did not test abilities and did not complicate the research subject and gave the freedom to express their wishes and expectations, the interviews were conducted not only once or twice but repeatedly.(Lexy Moleong, 2014)

With this interview technique, the researcher held a question and answer directly to the principal, administration, treasurer, teacher to obtain information related to the principal's management

strategy in improving student learning achievement at Al Azhar Rautauprapat Islamic Elementary School.

The steps to make it easier for researchers to conduct interviews are:

a. Prepare interview instructions and give interviewers time to provide information.
b. Be prepared for the interview and give the interviewer time to provide information.
c. Conduct face-to-face interviews with school principals, treasurers, administrators, teachers, and other relevant stakeholders.

There are interview tools used or prepared to facilitate interviews, including:

a. Notebooks are used to record important things during the interview so that they are not forgotten or even lost.
b. Tape recorders are designed to help researchers collect data by recording audio or video. For example, during interviews, researchers can obtain detailed reports while recording the results of interviews through transcripts.
c. The camera is designed to take necessary photos, e.g. B. Pictures of schools, teachers at schools, students at schools. student activity at school.

3. Documentation Study

Document study, also called document review, is a way of collecting data that is not shown directly to the research subject to obtain information about the research object. Documents are records of past events. Documents can be someone's writing or work. Documentary studies are an extension of the use of observation and interview methods in qualitative research.

Documentary research, researchers looking for information in the form of archives, important documents or other written materials that are considered as proof of the truth of documentary research information, can be done by visiting the archives of Al Azhar Rautauprapat Islamic Elementary School:

a. a. School profile document.
b. List of cases of teachers and other staff.
c. Facilities and infrastructure documents.
d. General student list.
e. List of main activities.
f. List of teacher teaching activities.
g. Another speaker pointed to the director's management strategy to improve student performance.

C. Data analysis technique

Collection and analysis of data in qualitative research cannot be separated from one another because both occur at the same time. Therefore, data analysis in this study was carried out while the research process was still ongoing and analysis was carried out at the end of the research activity for further reporting. After completing the research work, the researcher conducts a comprehensive analysis to present the results and confirm the conclusions.

Data analysis is the process of selecting and selecting data systematically and organizing it into certain categories so that themes can be put forward and produce working hypotheses suggested by the data. In this study, researchers used the data analysis model of Miles and Huberman which consisted of: (1) data reduction, (data presentation), (3) conclusions.(Salim & Syahrum, 2007)

Results and Discussion

A. Research result

In improving student learning achievement, of course, it cannot be separated from the success of a school principal in strategy, the strategy can be in the form of decisions, policies, styles and training of teachers. So, the implementation of learning in an educational institution is inseparable from the six supporting factors in improving the quality of learning, namely:

1. Monitor every day

Monitoring carried out by the school principal is in the form of clinical supervision. The principal checks teacher attendance and student absences every day. The principal's inspection includes all normal activities carried out at the Al Azhar Rautauprapat Islamic Elementary School.

2. Participate in teaching directly in class.

In the direct control framework, the school administration participates directly in class activities. This work was carried out to reveal the shortcomings of this field in the implementation of school work programs.

3. Monitor the performance of teachers

The teacher is under the supervision of the director. In this test, the school administration receives a monthly report from the teacher in the form of class notes. The report is then jointly evaluated in a meeting between the teacher and the principal to look for gaps in the work program.

4. Monitor staff and staff performance

Every month the school treasurer is required to submit a financial report on the funds received and paid. In addition, administrative employees are required to make reports of incoming and outgoing letters and other files.

5. Monitor student activities

The purpose of this activity is to monitor student activities so that they act and act according to the instructions given. For example, during congregational prayers. The principal takes turns with the teacher looking after the students. In addition, the principal often gives assignments in the form of homework to see the results of student work.

6. Monitor student success

The principal also always sees the success of the work programs implemented for students at the Al Azhar Rautauprapat Islamic Elementary School. The indicators that the school principal evaluates are daily student exams, midterm exams, semester exams and school final exams.

Furthermore, in implementing the school principal's work program, he always provides motivation to teachers in order to improve student learning achievement by means of:

1. Giving gifts and awards

Prizes and awards given by the principal to teachers are in the form of additional salaries, these prizes are given to outstanding teachers so that all personnel are motivated to improve their performance. Furthermore, the administrative staff will also get prizes and awards if the administration is very optimal from the instructions that have been mandated by the principal of Al Azhar Rautauprapat Islamic Elementary School.

2. Allowances

At the end of the semester or month of Ramadan, special allowances are set for teachers and staff of the Integrated Al Azhar Rautauprapat Islamic Elementary School. Bonuses paid to teachers at the end of the semester are in addition to the base salary. This is done to increase the teacher's enthusiasm for the task. The awards given vary greatly depending on the teacher's performance. Especially in the month of Ramadan, teachers receive a holiday salary, Eid clothes and meals.

3. Special Funding

The funds mentioned above are additional funds for work operations that are not included in the school AD/RT. For example, funds for education, additional funds for administration.

4. Lending to Teachers and Staff in Need

System for providing teacher and employee salaries through banking services. This policy was implemented to make it easier for teachers and staff to get loans from the Bank from salary deductions every month. Loans provided in the form of money for teachers and staff.

The implementation of the program issued by the principal in the form of what is written above is in order to encourage teachers to improve the quality of learning at the Al Azhar Rautauprapat Integrated Islamic Elementary School.

From the results of interviews with the principal about the principal's management strategy in improving student achievement by the principal, namely as follows:

My strategy is to oblige each class to understand the Qur'an both in the form of recitation and its meaning. So that students from the Al Azhar Rautauprapat Integrated Islamic Elementary School have achievements in the academic and religious fields. In addition, managers provide serious direction in studying the Koran. So that graduates of Al Azhar Rautauprapat Integrated Islamic Elementary School can compete with other schools. Then, outside school hours there are extracurricular activities and rules imposed by the school principal. We give prizes to the best students to increase their interest in learning.

From the results of the principal's interview that the strategy carried out by the principal was good, the implementation carried out by the principal had developed. Therefore, as a researcher, I will explore whether the school principal's management strategy in improving student learning achievement is very good or not. With that I interviewed teacher 5 about the principal's management strategy in improving student learning achievement at Al Azhar Rautauprapat Integrated Islamic Elementary School.

I, as teacher 1, have seen so much development in students, to make children who excel, of course, through teaching from us, so that the knowledge we gain will be passed on to students because teachers are the main example for students. Therefore the school principal provides special training to us, optimizes the learning process, increases the professionalism of teachers and staff, empowers student potential, establishes partnerships and cooperation, conducts training for teachers, optimizes the use of school facilities. We teachers provide intensive guidance on recitation and recitation so that in the future the students of this school can read the Al-Qur'an correctly.

From the results of interviews with Teacher 2 it is known that only students of the Integrated Islamic Elementary School Al Azhar Rautauprapat saw significant changes in students. such as increased interest and aptitude for learning and skills. As a researcher, I will ask questions about the breadth of student interests and aptitudes. About the principal's management strategy to improve student learning outcomes at Al Azhar Rautauprapat Islamic Elementary School.

B. Discussion

This discussion is intended to provide an explanation of the research results in accordance with the theory used. The findings of research in the field can be concluded as follows:

Principal's strategy in improving student achievement

The strategy carried out by the principal in improving students' learning achievement is to make policies that are mandatory for all stakeholders in the Al Azhar Rautauprapat Integrated Islamic Elementary School, namely: (1) Instilling discipline, (2) Empowering teachers optimally, (3) Cooperate with the community and instill a conducive and clean work climate culture.

This policy is based on the results of deliberations between school principals, teachers and staff who serve at the Foundation. Thus based on the policy set by the principal by making the four strategies written above.

Conclusion

Implementation of the administrative role of the school principal to improve student learning outcomes at Al Azhar Rautauprapat Islamic Elementary School using the Planning, Organization, Leadership and Control (POAC) method. There are two principal plans, namely: student planning through the preparation of lesson plans and extracurricular activities. Meanwhile, teacher planning provides training and guidance. Then the organization created by the customer must create all stakeholders in a good container. Then the client executes or drives the good container. The principal then implements or drives a platform to work together to develop the vision, mission and goals of the school. Finally, the director evaluates and evaluates all implemented programs.

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