

Principal's Managerial Skill In Improving Teachers' Performance

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Abstract : *This study aims to reveal and to describe the principal managerial skill in enhancing teachers' performance in Public Senior High School of 2 Mataram in the aspects of planning, organizing, motivating, and evaluating. This research uses descriptive qualitative research approach. Moreover, the methods of data collection used are interviews, observation, and documentation study. Besides, data analysis is done by: (1) data reduction; (2) data presentation; (3) conclusion and data verification. The results of this research are: 1) The principal's managerial skill in formulating the planning program formulated by the school principal in the new academic year with the activities such as carrying out teachers' assessment performance, involving the teachers to attend the training. (2) Principal's managerial skill in developing school organization at Public Senior High School of 2 Mataram that supports teachers' performance improvement such as division of tasks for teachers such as vice principal, homeroom teacher, laboratory head, guide and library manager, and activating Teacher Organization (MGMP) and Teacher Working Group (KKG) forum activities. (3) The principal's managerial skill in providing motivation to enhance teachers' performance in Public Senior High School of 2 Mataram is like giving awards to outstanding teachers. (4) The principal's managerial skill in conducting evaluation activities to improve teachers' performance in Public Senior High School of 2 Mataram is an evaluation in the process of teaching and learning activities, guiding teachers in arranging learning tools, and applying various learning models.*

Keywords - *Managerial Skill, Principal, Teacher Performance*

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I. Introduction

In the world of education, there are links that cannot be separated between the quality of education, teacher performance and principal's managerial skill. The quality of education can be seen from the achievements of the students; it is strongly influenced by teacher performance, while teacher performance is strongly influenced by the principal's managerial skill [1]. The fact shows that managerial skills are the skills that are needed by the principal to manage the teacher. The principal's managerial skill plays an important role in the improvement activities of teacher performance. Through managerial skill, the principal can understand the efforts that must be done in implementing teacher performance improvement activities. Therefore, the principal needs to improve the managerial skill possessed for the principal to be able to enhancing teacher performance, with improved teacher performance will impact also on improving student achievement [3].

Public Junior High School of 2 Mataram is one of the Public Junior High Schools in the Province of West Nusa Tenggara (NTB). Similar to junior high school in Indonesia, the schooling period at Public Junior High School of 2 Mataram is taken within 3 (three) school years, from class VII to class IX. Public Junior High School of 2 Mataram is the first international standard school (RSBI) in Mataram since it was legalized in 2007 ago. As a school with RSBI status, Public Junior High School of 2 Mataram always performs its duties and obligations in accordance with the stipulated provisions, as well as maintains its achievement, both through student achievement and teacher achievement of Public Junior High School of 2 Mataram [5].

In 2013, Public Junior High School of 2 Mataram was appointed by Directorate General of Primary Education (Ditjen Dikdas) of Ministry of Education and Culture (Kemendikbud) RI as an inspecting school in a number of junior high schools in Sumbawa Island. This school program begins in early August 2013 with the aim of equalizing the quality of education. Public Junior High School of 2 Mataram was appointed as the core school for 2 (two) schools in Sumbawa Besar, namely Public Junior High School of 1 Sumbawa and Public Junior High School of 2 Sumbawa. As a core school, Public Junior High School of 2 Mataram including the principal, teachers, and students provide assistance to 2 (two) schools, both management governance, administration, teaching and learning process to financial management [6].

The problem to be studied in this research is that principal managerial skill is an enough factor to determine the success rate of teachers' performance in Public Junior High School of 2 Mataram. Seeing a very

important link between the principal's managerial skill and the teachers' performance, the researcher is interested in doing research with that theme.

Based on the above description of the background, the researcher makes the formulation of the problem which are: "How is the principal's managerial skill in improving the teachers' performance in Public Junior High School of 2 Mataram?" with research question: What is the principal's managerial skill in improving the teachers' performance in Public Junior High School of 2 Mataram?.

In line with the research problem, the objective of this study is to reveal and describe the principal's managerial skill in improving the teachers' performance in Public Junior High School of 2 Mataram.

II. Method

This research uses descriptive qualitative approach. In this descriptive qualitative research, the researcher attempts to describe the research activity done on certain object clearly and systematically. The research is conducted to explain and describe in more detail the description of principal managerial skill in improving teacher performance in Public Junior High School of 2 Mataram. The overall research activity is carried out for 11 (eleven) months, from August 2016 to July 2017 (from preliminary study to research report writing). Principal's managerial skill in improving teachers' performance in Public Junior High School of 2 Mataram functions as the focus of research because this research is willing to study and then describe the principal's managerial skill in improving teachers' performance in Public Junior High School of 2 Mataram. Public Junior High School of 2 Mataram is located at Pejangik Street No 5 Mataram, West Nusa Tenggara (NTB).

The method used in determining the informants is accidental sampling. This technique is used because the topic being studied is about principal's managerial, where all teachers can assess the managerial manager of the principal. The informants in this research are a principal and some teachers in Public Junior High School of 2 Mataram at the time research takes place. The number of samples that researcher takes is 5 people namely, vice principals and teachers.

The data collected in this research is divided into 2 (two) types, namely primary data and secondary data. Primary data is collected through interview result and observation result at Public Junior High School of 2 Mataram. Meanwhile, secondary data is obtained through documentary study attached to documents, pictures, and video about the principal's managerial skill to improve teachers' performance in Public Junior High School of 2 Mataram.

This study uses qualitative data analysis technique with reference to the opinion of Miles and Huberman cited [4] stating that activities in qualitative data analysis conducted interactively and lasted continuously to complete, including: data reduction, data display, and conclusion making.

III. Result And Discussion

1. Planning

Planning is making decisions, concerning actions that should be taken that will be followed by other companies. Before taking decision, the planning should be reviewed, analyzed, or a proposal should be submitted. Planning deals with what to do, how to do it, when to do it and who should do it. The results of this study indicate that implementation of planning activities undertaken by the principal of Public Junior High School of 2 Mataram is planning related to whole school management, as for implementation begins with the preparation of annual schools' programs, which are arranged based on the needs of educational units, and conducted at the beginning of the school year, especially done by the teachers on while learning activities, as well as the implementation of teacher training program activities such as the preparation of learning tools and curriculum development. This planning activity emphasizes the management aspect and leadership of the principal as an educational leader, principal of Public Junior High School of 2 Mataram has the responsibility to improve the teachers' performance in , therefore, the principal of Public Junior High School of 2 Mataram must understand performance management to improve the effectiveness and efficiency of the programs it has planned in order to improve teachers' performance in accordance with the objectives, vision and mission of Public Junior High School of 2 Mataram. The principal of Public Junior High School of 2 Mataram must have the managerial strategies skills to think about strategies for improving teachers' performance and school organization's performance comprehensively.

Principal planning program of managerial strategies in the form training activities or workshops and awards to teachers is one of the principal managerial skills of Public Junior High School of 2 Mataram which has been applied to improve teacher performance in Public Junior High School of 2 Mataram. This is proven by the researcher's interview with Mr. H. Then Suwarno, S.Pd., M.MPd., MM as the principal of Public Junior High School of 2 Mataram, that is as follows:

"In this case, a training or workshop on curriculum is always held, learning tools, as well as giving an appreciation to the outstanding teacher; all this cannot be separated from each teacher's awareness of their

respective duties in terms of teaching, so as to create a quality school and good students, so the teachers of always held have the opportunity to compete and also every teacher activity always gets financing from school."

The need for teacher training in Public Junior High School of 2 Mataram is because to improve and enhance the quality of education, given the many criticisms and sharp spotlight by the public about the quality of education produced less than optimal. It can be known from the observation of the researcher in the location of the study indicates that less optimal quality of education in Public Junior High School of 2 Mataram because: 1) not fully supported by skilled teachers, 2) the mastery of material on subjects that is built is less optimal, so the transformation of science is less effective, and 3) not all teachers in carrying out their duties are supported with skills and expertise according to the subjects they teach, so that the learning process is less effective.

To support teachers in improving their performance, the principal of Public Junior High School of 2 Mataram organizes their own training activities for teachers. The principal of Public Junior High School of 2 Mataram invites resourceful person from other universities or institutions in the training. Teachers following the training activities are expected to always update (upgrade) their ability and adjust to the development of science and technology, so that the teachers' performance can increase. In addition, seeing the importance of teachers' performance in Public Junior High School of 2 Mataram in achieving educational goals, then training activities are also needed to support the improvement of teachers' performance. The teacher training program planned by the principal of Public Junior High School of 2 Mataram aims that Public Junior High School of 2 Mataram teachers can perform their duties and functions well, and prepare qualified teachers through quality learning process as well. This training program is based on teacher needs. It means that the type of training programmed must match whatever type of ability which is still low.

Thus, it can be explained that the training organized by the principal of Public Junior High School of 2 Mataram is a basic need that is expected to influence in improving teachers' performance; hence, the objectives, vision and mission of Public Junior High School of 2 Mataram can be achieved optimally. Because basically, training activities have a direct influence on the competence of teachers, so that if the training given to the teacher is better, then the competence of teachers will also be better (increasing) which ultimately can improve teachers' performance.

2. Organizing

By placing the right person in the right place within the organization, the continuity of the organization's activities will be ensured. The function of the leader here is to be able to put the right man in the right place. The leader must be able to see the potential of qualified and responsible human resources and for carrying out organizational wheel activities. The ability to organize which includes: able to distribute tasks and responsibilities fairly, able to make decisions appropriately, always be calm in the face of difficulties, able to recognize the work is completely and perfectly done. The leader must be able to see the potential of qualified and responsible human resources and for carrying out organizational activities.

The results of this study indicate that the implementation of organizing activities undertaken by the principal of Public Junior High School of 2 Mataram is an activity related to the management of schools by preparing the organization of good and directed schools as well as activities to arrange school activities, the division of tasks for teachers such as vice principals, homeroom teachers, laboratory head, coaches and library organizers, as well as organizing program activities that may affect teachers' performance improvement as well as managing school change and development towards effective learning organizations.

The principal of Public Junior High School of 2 Mataram in terms of implementing the development of school organizations always involves teachers and staff in the scope of Public Junior High School of 2 Mataram such as preparation of new admissions implementation where the principal arranges several programs for the activity that starts from preparing a new admissions organizing committee consisting from chairman, secretary, and treasurer so that the activity runs smoothly and effectively.

Based on the research conducted by the researcher, it is known that the principal's managerial skill in improving the teachers' performance in terms of organization applied by the principal of Public Junior High School of 2 Mataram is democratic. It is seen by the cooperation between the principal and teachers to achieve the goals, vision and mission of Public Junior High School of 2 Mataram. All the decision is made through the consensus and agreement with the principal of Public Junior High School of 2 Mataram to appreciate the opinions of the teachers and provide an opportunity to develop the initiative and creative power, the principal of Public Junior High School of 2 Mataram gives encouragement to teachers to develop their skills related to their efforts in trying a new method.

3. Motivation

Motivation is meant to inspire others, convey reality challenges, help others to achieve goals and targets, help others to assess their own contributions and accomplishments, and encourage them to improve their performance.

In the results of this study, it reveals that the implementation of the evaluation process conducted by the principal of Public Junior High School of 2 Mataram which includes an activity that provides encouragement and motivation to teachers in order to always improve the performance. In the real implementation, the principal of Public Junior High School of 2 Mataram provides awards to teachers perform well such as teachers who have the ability to teach well in managing the class and solve problems that arise in teaching and learning activities. In addition, principally, the principal states that the implementation of motivational activities by giving awards is a very important element to motivate teachers in improving their performance, and develop a more appropriate and up-to-date learning system. The awards given by the principal of Public Junior High School of 2 Mataram to teachers is one form of managerial skills of Public Junior High School of 2 Mataram principal that can affect the improvement of teachers' performance. The award given is very important to improve the motivation of Public Junior High School of 2 Mataram teachers in order to improve their performance.

Based on the award given by the principal of Public Junior High School of 2 Mataram, the teachers of Public Junior High School of 2 Mataram can enhance motivation and performance. The awards giving can be associated with teachers' achievement of Public Junior High School of 2 Mataram which has been achieved. The principal of Public Junior High School of 2 Mataram attempts to use this award in a precise, effective, and efficient way to avoid the negative impact that can be caused. Thus, it can be stated that award giving is an annual agenda undertaken by the principal of Public Junior High School of 2 Mataram. The activity is expected to encourage the improvement of teachers' performance of Public Junior High School of 2 Mataram.

4. Evaluation

Evaluation is an activity that is able to compare between the results achieved and the objectives, able to achieve self-evaluation, able to evaluate the work of others, and able to perform justification when necessary. The preparation of human resources, especially teachers, is done by the principal of Public Junior High School of 2 Mataram with teacher training in order to have the ability in utilizing Information and Communication Technology (ICT), especially for learning activities, such as making e-learning-based learning media and composing exercises by utilizing the content components and applications of interactive learning media, e-learning, websites, and so forth.

Training of teachers with IT utilization is important to be held because it affects the successful application of IT-based learning and ultimately the performance of teachers is achieved optimally. It is proven by the researcher's interview with Mr. H. Then Suwarno, S.Pd., M.MPd., MM as the principal of Public Junior High School of 2 Mataram, which is as follows:

"There will be a training such as internal school training that includes the field of IT programmed by the school to all teachers of Public Junior High School of 2 Mataram in the activities of the preparation of questions and rehearsal exercises using IT, so that teachers do not miss in that."

Based on the results of research, the researcher identifies that the managerial skills applied by the principal of Public Junior High School of 2 Mataram seen from the behavior, manner or step of the principal in dealing with troubled teachers is implemented by doing coaching. Teacher development is one of the principal's managerial skills in terms of evaluation conducted so that teachers have competence in the learning process including in managing learning in the classroom.

Thus, it can be stated that teacher coaching aims to the troubled teachers can find solutions that are ultimately able to improve teachers' performance. It is proven by the researcher's interview with Mr. H. Then Suwarno, S.Pd., M.MPd., MM as the principal of Public Junior High School of 2 Mataram, which is as follows:

"Absolutely, we will do the coaching of teachers including how to approach with kinship and if it is repeated, then we take firm action, in case the teacher will be transferred or returned to the Education Department of Mataram City."

From the description above, it shows that in the process of evaluation activity implementation by the principal of Public Junior High School of 2 Mataram is an activity related to the process of teaching and learning activities and evaluate each teacher activities in terms of preparing the learning program and compiling learning tools, from the program that they compile will be seen and corrected again by the principal for evaluation. Evaluation activities are often conducted by the principal of Public Junior High School of 2 Mataram in every process of teaching and learning activities in order that the learning runs effectively and directed.

IV. Conclusion

Principal managerial skills can be inferred from several aspects as follows:

1. Planning

Planning is related to school management as a whole. The implementation begins with the preparation of annual school programs, and is conducted at the beginning of the school year, especially done by teachers during the learning activities, as well as the implementation of teacher training programs such as preparation of learning tools and curriculum development.

2. Organizing

Its implementation begins with the management of schools by organizing a good and directed school as well as activities to arrange school activities schedule, distributing teacher assignments, vice principals' assignments and staff duties in the target school.

3. Motivation

Motivational activities undertaken by the principal of directed which includes an activity that gives encouragement and motivation to teachers to always improve performance, where the principal of directed in implementation by rewarding the outstanding teachers.

4. Evaluation

The process of conducting the evaluation activities undertaken by the principal of Public Junior High School of 2 Mataram is activities related to the process of teaching and learning activities and evaluating each teacher's activities in terms of developing learning programs and composing learning tools.

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