



Leadership Strategy Head School in Improving Teacher Performance at Santa Rosa De Lima Tondano Catholic High School

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Leadership, Teacher Performance, Development Professional

Abstract

This research aims to analyze the leadership strategies implemented by the head school in increase teacher performance at Santa Rosa de Lima Tondano Catholic High School . Approach used in study This is method qualitative with technique data collection via interview depth , observation , and documentation . Research result show that head school apply various effective leadership strategies , such as build open and transparent communication , providing support and motivation , as well stage training and development professional for teachers. Besides, chief The school also encourages it collaboration between teachers and creating conducive work environment . These strategies proven capable increase teacher performance , which in turn impact positive on improvement quality education at school the .



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1. Introduction

The rapid development of the world of education today requires thought and effort to keep pace with changes in education so as not to be left behind by increasingly advanced changes (Salsabila, Ariyanto, Aziz, & Ma'arif, 2022) . Improving the quality of education is now a necessity that cannot be postponed any longer. The success of a nation's development is determined by the availability of quality human resources, especially quality education (Prastowo, 2018) .

Article 1 of the 2003 National Education System Law of the Republic of Indonesia states that: Education is a conscious and planned effort to help students actively develop their competencies so that they have religious spiritual abilities. strength, self-control, personality, intelligence, noble character and skills needed in society, nation and state.

Education cannot be separated from the role of the principal as a leader, namely as the principal. A school principal is a person who leads a formal educational institution, has great responsibility and acts as a driving force, determining the direction of educational policy (Santika, 2017) . The principal must have several abilities which include abilities in terms of personality, knowledge of educational youth, school vision and mission, decision- making ability and communication skills . The principal must also be able to mobilize school resources, lead and manage educational units , as well as act as a determinant of educational management and an agent of change for an institution towards a better direction . Good . Therefore, school principals must continue to guide, motivate and supervise and direct teachers so that they become professional teachers and have loyalty to their performance .

The teacher is the central figure in the implementation of education in schools, because teachers have a role, function and position in delivering educational success. He is a teacher who educates the younger generation of students. Apart from that, teachers always have a greater opportunity to educate students to become educated, moral

and ethical young people. Therefore, teachers must use appropriate strategies, methods, learning techniques and be ready to face changes that occur at any time. Communication and innovation are needed to achieve optimal strategic management according to expectations. These two things really determine the success of learning objectives.

A teacher's performance can be influenced by several factors. Sometimes these factors can be self-inflicted, such as low work motivation, knowledge and vision. It can also come from outside, such as colleagues, managers, and the environment. The principal's management also has a big influence on the teacher's work results, because the principal is the person who organizes, influences and motivates the teacher's work. Therefore, good teacher activities cannot be separated from the teacher's strategic role as the highest leader of the school. Teachers must be able to direct, motivate, get to know teachers better, create a more comfortable working atmosphere to achieve goals according to the vision and mission that have been set.

However, in reality, the strategy to improve teacher performance at Sata Rosa De Lima Tondano Catholic High School has not worked as expected. This can still be seen in weak work discipline, there are still teachers who are not present to complete learning, are unable to complete learning on time, there are still teachers who do not take advantage of it; Learning Implementation Plan (RPP) in teaching and in the implementation of learning. There are also some teachers who still do not understand properly/completely how to prepare/make lesson plans, so it appears that teachers are adopting old lesson plans in teaching and learning implementation and there are also teachers who do not use assessment references in learning assessment. At an ideal level, internal teacher development from the leadership side, such as implementing work discipline, improving and developing learning, utilizing learning meetings, using learning tools and media, as well as implementing and evaluating learning, can be optimized to achieve improvement. teacher performance.

The objectives of this research are as follows: 1. To understand the principal's leadership strategy in improving teacher performance at Sata Rosa De Lima Tondano Catholic High School. 2. To understand the factors that hinder and support the principal's leadership strategy in improving teacher performance at Sata Rosa De Lima Tondano Catholic High School.

Strategy comes from the Greek word *strategi* which means the science of war or military leadership. In the Big Indonesian Dictionary, strategy is a mature plan of action to achieve certain (desired) goals. Strategy is systematic and systematic steps in implementing a comprehensive (macro) and long-term plan to achieve goals (Nasution, 2016).

The leadership of a school principal has a significant influence on the success of the school in achieving the educational goals and objectives of each school. The role of management is to influence, monitor and control the implementation of all plans that have been implemented and are being implemented so far (Jaliah, Fitria, & Martha, 2020).

Meanwhile, the leadership of a school principal is a person's ability and willingness to direct, lead and lead other people (teachers). In cases like this, the principal has a management strategy plan, with someone capable of carrying out the task. The elements of a management situation, on the one hand, are people who can influence other people, on the other hand, people who can influence, the existence of certain goals or objectives that can be achieved, the existence of certain actions that can be achieved. influence and achieve a goal. certain goals or objectives (Syafuruddin et al., 2022).

So it can be explained that strategy is a very effective tool and step to achieve organizational success. Principals must have decision-making skills on how to best optimize resources to achieve the mission and goals of the organization. Meanwhile, the core strategy of each company includes 4 things quoted by Dina Destari from Newman and Logan as follows: a) Identifying and establishing specifications and qualifications for the results to be achieved and setting business goals, taking into account aspirations. and taste. b) Consider and choose the right and effective approach to achieve the goal, c) Consider and determine the actions to be taken to achieve the goal, d) Consider and determine standard metrics to measure the level of success.

2. Materials and Methods

Method used researcher is method study qualitative . Research methods qualitative According to (Sugiyono, 2014) is method research used to investigate circumstances natural something area , where researcher have a number of instrument key , technique data collection is carried out with triangulation (combination) , data analysis inductive / qualitative and research results Qualitative more emphasize meaning than generalization .

Researchers' reasons use method study qualitative Because want to know reality leadership head school in increase teacher performance at Santa Rosa de Lima Tondano Catholic High School .

This research carried out at Santa Rosa de Lima Tondano Catholic High School which is located in Lingkurngan I, Kelurahan Watulambot , District West Tondano , Regency Minahasa , North Sulawesi Province .

Data used in the form of words, phrases, numbers, behavior or related actions with title study. Information obtained from data sources identified by the researcher. In other words, purposive sampling is used to determine data source. Researcher determine research data sources This that is. head school and all over teacher. Based on information party school, there are 12 teachers teaching together head school. So researchers decided to get information from head school and all teachers.

3. Results and Discussions

Findings Results

Findings study outlined in points following based on topic study the reality of chief strategy school in increase teacher performance at Santa Rosa de Lima Tondano Catholic High School, various following:

Head Strategy School in Improving Teacher Performance

Based on the findings study there is a number of the reality of chief strategy school in increase teacher performance at Santa Rosa de Lima Tondano Catholic High School, as following:

Planning Learning

- a. Any teacher's help or guidance eye lesson in preparation of RPP, follows part curriculum head school and deputy head school.
- b. Head school carry out professional teacher guidance with method collect the RPP that has been prepared by the teacher, then the RPP revised, after which it is evaluated back and last signed by the head school.
- c. Head school encourage teachers to be active in the MGMP forum so you can take advantage of forums or eye teachers association lesson others for discussion between teachers or share experience to improve moderate activity ongoing, esp in preparation plan implementation learning (RPP).
- d. Head school involve teachers in training organized by the institution specific (Education and Training).

Implementation Learning

There are some the way it is done head school in increase teacher's abilities in implementation learning at Santa Rosa de Lima Tondano Catholic High School as following:

- 1) Supervision / Monitoring Management Class

Head school do monitoring to the teacher during the learning process, namely. head school quick visit class or ask problem when class blank..

- 2) Providing Learning Media Facilities

The strategy used by the principal of Santa Rosa de Lima Tondano Catholic High School to improve implementation learning facilitate learning media in the form of LCD or tool practice at the moment offline learning, via a number of application such as WhatsApp groups, Google Classroom, Zoom-meeting moments online learning. Of course, teachers are also encouraged to take advantage learning media opportunities the.

- 3) Give Teacher's Freedom in using Learning Methods

Head school give freedom to every teacher in use method teaching in accordance with the material taught and how much creative inner teacher choose method teaching, so that students No bored study in class.

- 4) Give Motivation

Strategy of the Principal of Santa Rosa de Lima Tondano Catholic High School in application learning to improve teacher performance is motivation, encouraging teachers to continue increase performance and creativity as a teacher, which is transmitted in form meeting, sit back and relax. Apart from that, on the whatsapp group head the school also provides Spirit to teachers so they can motivated in carry out duties and tasks with Good especially in implementation learning.

- 5) Give Award

Other strategies used head Santa Rosa de Lima Tondano Catholic High School in carry out learning To use increase teacher performance is with give award to the top teacher performance Good or his devotion to school.

Evaluation Learning

- a. Principal of Santa Rosa de Lima Tondano Catholic High School apply guidelines evaluation form tool support activity evaluation form guidelines evaluation, so that teachers can fill in questionnaire evaluation
- b. Apart from that head school teach and remind teachers to do evaluation learning general learning given every Monday after completing the ceremony flag

- c. The teacher must prepare an evaluation report that must be reported to head school in order to head school know activity evaluation carried out by the teacher.

Supporting Factors and Inhibiting Factors of Head Strategy School in Increase Teacher Performance

Planning Learning

- 1) Head strategy school supported in increase teacher performance in planning learning with prepare various tool preparation of RPP, especially guidelines preparation of lesson plans, so make things easier for teachers prepare RPP.
- 2) Factors that hinder the head's strategy school to improve teacher performance in planning curriculum is fill in difficult lesson plans customized with condition real or ability student .

Implementation Learning

- 1) Strategy of the head of Santa Rosa de Lima Tondano Catholic High School in increase teacher effectiveness in implementation learning supported by passion students to follow learning , and available learning media provided by the school Enough help they can support or facilitate teachers in implementation learning .
- 2) 2) Principal of Santa Rosa de Lima Tondano Catholic High School hampered in increase teacher effectiveness in implementation learning Because Lots students who don't follow learning so that his task No sent before the specified time limit .

Evaluation Learning

- 1) Head Strategy Santa Rosa de Lima Tondano Catholic High School in increase teacher effectiveness in maintenance education Increase teacher effectiveness in evaluation education supported with completeness condition certification . learning provided school , esp form evaluation based on reference evaluation , which makes it easier evaluation teacher learning .
- 2) The principal of Santa Rosa de Lima Tondano Catholic High School , found problems regarding enhancement teacher performance in implementation learning in evaluation learning is lack of IT skills in many teachers.

Discussion

Head Strategy School in Improving Teacher Performance

1) Planning Learning

At stage planning learning , head school help or guide every eye teacher lesson in compile plan learning , following procedures prescribed by section curriculum head school and assistant head school . Head The school also implements it training teacher effectiveness with method collect the RPP made by the teacher, then the RPP reviewed for improvements , then evaluated back and last signed by the head school . This matter in accordance with view (Mulyasa, 2015) , which states that head schools must be capable do various activity supervision and control of activities education school directed towards a given goal set .

Besides, chief school encourage teachers to participate active in the MGMP forum, so they can take advantage of forums or teachers association of other majors for discussion or share experience between teachers to improve existing results achieved , esp in preparation Plan Implementation Learning (RPP). Head The school also involves teachers education provided by the institution certain (Education and training). This matter in accordance with opinion (Uno, 2007) who said that every teacher has one characteristic features different specials each other, then required service and attention special from the administrator so you can utilise it's time to upgrade self . performance they .

2) Implementation Learning

At stage implementation learning , head school do Management Class / Teacher Leadership during the learning process , ie . Head school quick around class or ask problem at the moment class blank . According to opinion (Mulyasa, 2015) who said that in monitor and direct performance of teachers, heads school can do training and mentoring through discussion groups , visits class , discussion individual and simulation learning. In addition, the strategies used by the head Catholic high school Tondano Santa Rosa de Lima to upgrade implementation learning is with facilitate learning media form LCD screen or tool practicum in offline learning , in several application . such as WhatsApp groups, Google Classroom, current Zoom meetings online learning . Of course

Of course, teachers are also encouraged to use learning media opportunities. The head of the school also provides freedom to every teacher in using teaching methods in accordance with the material taught and how much creative inner teacher chooses teaching method, so students are not bored studying in class. This matter in accordance with Swearingen's statement is quoted in book essay (Nahrowi, 2021), which is in it He gives eight tasks to head of school as follows: coordinating all over effort school, improve leadership school, expanding teacher experience, to encourage effort creative build facility, and evaluation ongoing, analyzing situation learning and teaching, transfer knowledge / skills to every staff and improve ability teach teacher.

Additionally, head strategy school Catholic High School Tondano Santa Rosa de Lima pushed enhancement teacher effectiveness in implementation learning with encourage teachers to periodically increase performance and creativity as a teacher, who has passed. on. in meeting, sitting, to chat Relax or freely and vice versa also in WhatsApp groups, head school encourage teachers to be motivated to carry out duties and responsibilities he answered with well, esp moment carry out learning. As (Mulyasa, 2015) As motivation, chief school should have the right strategy to motivate teachers to be motivated and enthusiastic in carry out various tasks and assignments to improve quality power teacher.

Another strategy implemented Head Catholic High School Tondano Santa Rosa de Lima in carry out learning To use increase teacher performance is with give award to outstanding teachers or dedicated to school. Giving rewards are very important to improve work productivity and reduce less activity productive. Award This encourage teachers to improve performance positive and productive (Mulyasa, 2015). Head schools that understand teacher needs encourage teachers to improve its performance. It can done through promotion position, financial, through charter, and must be adjusted with Assigned job as well as the results of the teacher's work. Constitution Number 14 of 2005 (Article 36) concerning Teachers and Lecturers of the Republic of Indonesia states that teachers who excel, have dedication special, and have task special can obtain award.

3) Evaluation Learning

Head Catholic High School Tondano Santa Rosa de Lima makes implementation tool supporter evaluation learning by the deputy head school based on reference evaluation in form form evaluation so the teacher can fill in form evaluation. Additionally, Chief School direct and remind teachers about evaluation learning students, which is generally be delivered in provision carried out every Monday after action. Teachers must also prepare an evaluation report that must be reported to head school in order to head school know activity evaluation carried out by the teacher. As stated by (Pidarta, 2009), teachers as educator should have ability manage learning, developing potential and mastery academic. Teacher competencies include: Skills personality, pedagogical, professional and social. As a professional manager learning, teachers must be able works as planner, implementer, and evaluator of activities learning. One of efforts to improve teacher professionalism requires leadership head school through training academic. Quality teaching a teacher direct nor No direct can influence quality Study student. Therefore, additional guidance is needed from head schools, also through instructional guidance.

Inhibitory Factors and Inhibitory Factors Strategy Kepala School in Improve Teacher Performance

a. Planning Learning

Factors that support the head strategy school in increase effectiveness of teacher performance in planning learning, offered various device preparation of RPP, especially guidelines preparation of lesson plans, so make things easier for teachers prepare RPP. To do his task with OK, teachers need it Skills. Head strategy school to improve teacher effectiveness in planning curriculum hindered by difficulty adapt fill in the lesson plan with condition actual or ability student. As expressed by (Sutadipura, 2004). That teachers need skills to get it carry out task with Good. Teachers must be capable plan learning, writing objective learning, presenting teaching materials, submit question to students, teach concept, communicate with students, monitor learning and assessing learning outcomes.

b. Implementation Learning

Head Strategy Santa Rosa de Lima Tondano Catholic High School in increase teacher effectiveness in implementation learning supported by passion students to follow learning and educational media opportunities provided the school is enough to support or makes it easier implementation teacher learning. For the head Catholic high school Tondano Santa Rosa de Lima, deep obstacles increase teacher performance in carry out learning is Lots students who don't follow learning, where his task No sent before the specified time limit.

Teacher competency is teacher's abilities in guide learning. To be competent, teachers must have soul innovative and creative (Abdurrohman, Lisnawati, & Indra, 2022). Discipline is something circumstances regularity

Where member something organization follow existing regulations with like heart (Suharsimi, 2006) . The purpose of discipline is order of activity school can held in a way effective in atmosphere quiet and peaceful as well as every teacher and employee organization school feel satisfied Because his needs fulfilled (Arikunto, 2003) .

c. Evaluation Learning

Head Strategy Santa Rosa de Lima Tondano Catholic High School in increase teacher effectiveness in carry out learning , to improve teacher effectiveness in evaluation learning supported with ability evaluation the learning you have school in a way intact , esp form evaluation based on references easy assessment evaluation teacher learning . Principal of Santa Rosa de Lima Tondano Catholic High School , increase teacher performance in evaluation learning in application teaching hampered Because some teachers are lacking own IT skills .

(Uno, 2007) Main objective evaluation is to see level success , effectiveness and efficiency learning as well as know position participant class or group . In terms of This is what teachers must always do monitor learning outcomes participant educate as learning feedback that becomes base repair learning furthermore . With method this is a learning process Keep going improved to achieve optimal results.

4. Conclusion

Based on research results and discussion about Chief Strategy School in increase Teacher performance at Santa Rosa de Lima Tondano Catholic High School can concluded that :

1. Head strategy school

Head strategy school is series plan period long and term short term carried out by the head school to improve skills and resources existing power , which is implemented all over field school to achieve goals that have been set . Head Santa Rosa de Lima Tondano Catholic High School using different strategies , namely (1) planning learning , development teacher activities through MGMP and teacher participation in activity learning used as a strategy. (2) Implementation learning , strategies used including monitoring/ supervision management class , encourage learning media opportunities , providing teacher freedom in use method learning , giving motivation and rewards. (3) assessment learning, strategy is create condition for activity evaluation learning and guiding / reminding teachers in implementation evaluation learning.

2. Supporting and Inhibiting Factors

Supporting factors is availability various tools for making lesson plans especially instruction preparation of RPP, as well as tool evaluation learning specifically form evaluation, enthusiasm or desire students to follow learning, and learning media services provided school in accordance need. Meanwhile , factors the barrier is the contents of the RPP are difficult customized with circumstances actually obtained , in part student No follow learning , and some teachers have Insufficient IT skills adequate .

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