



# Analysis of Respondents Characteristics in Exploring the Relationship Between Managerial Ability and Effectiveness of Principal Supervision on Teacher Performance During the Covid-19 Pandemic at State Elementary School

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**Abstract.** This study aims to describe the characteristics of the respondents selected in the study with the title of the relationship between managerial ability and the effectiveness of principal supervision on teacher performance during the Covid-19 pandemic that has been carried out. Descriptive analysis technique is the main technique in analyzing the data obtained. The research was conducted in public elementary schools in East Java with a sample of research cities in Jombang Regency, Surabaya City, and Malang Raya. Some of the characteristics explored by the researcher which are assumed to have a relationship with the results of the study are about gender, age, level of income/income, last education, and employee status of the respondents in the sampled schools.

**Keywords:** Characteristics · Respondents · Descriptive Analysis · Principals · Teachers

## 1 Introduction

Education is the main means in an effort to improve the quality of Human Resources (HR). It is also said that education is a planned effort to influence other people, both individuals, groups, and communities to do what education practitioners expect [1] who have strategic roles and functions to produce children's creativity [2]. This is in line with the educational goals of the Indonesian state contained in the opening of the 1945 Constitution, namely to educate the nation's life, develop Indonesian people as a whole, namely humans who believe and fear God Almighty and have noble character, have knowledge and skills, physical health and spiritual, have a strong and independent personality and a sense of social and national responsibility.

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Therefore, various continuous improvement efforts are carried out continuously by the Indonesian government in order to provide the best education services so that the ideals of educating the nation's life can be achieved. Likewise, what is happening today is experienced by Indonesia and other countries around the world, namely the Covid-19 pandemic (Corona Virus Disease-19). The Covid-19 pandemic which has lasted for almost 2 (two) years has also ravaged the education system in this country. All components of education must undergo changes so quickly and precisely so that the educational process continues in the midst of the Covid-19 outbreak that does not stop. This sudden change must be taken seriously by all educational institutions in Indonesia, both at the elementary, secondary and tertiary levels.

One of the major changes that took place in the education system in Indonesia in the midst of the Covid-19 pandemic was the change in the learning system which was initially carried out face-to-face in the classroom between teachers and students to become face-to-face indirect (online learning) through various media and platforms today. This is very sophisticated. In this case, the principal is the subject who is most involved in the application of educational innovation due to changes in conditions that were not previously predicted. Efforts to increase human resources in normal conditions as well as epidemic conditions like today are an integrated effort to improve the quality of education [3]. Various innovative efforts in the field of education must be carried out immediately so that the educational process continues under various conditions. Principal leadership is very supportive of the achievement of effective and efficient school management [3]. Leadership involves a process of social influence which in this case is a deliberate influence carried out by a person on others to structure activities and relationships within a group or organization [4].

Leadership includes three meanings, namely business, the ability to run a business, and the authority that makes a person considered capable of leading. Institutional leaders must be able to play an active role and be able to place themselves strategically in directing their institutions. The success and effectiveness of a principal in leading can be pursued by mutual respect, cooperation and knowledge of the behavior of subordinates [5-7].

The principal as the head of an educational institution must of course respond to this quickly and responsively. Seeing such changes, the principal's performance also experienced changes, especially in terms of leading and supervising the entire implementation of ongoing learning activities. This is because the government also requires large-scale social restrictions (social distancing) so that meetings between school principals and teachers are also very limited and can only take place through cyberspace.

Changes in the learning system have an impact on the pattern/management activities carried out by the education unit. Of course, this also affects the performance of school principals with regard to the management of the educational institutions they lead. If you adhere to the existing literature, such activities are related to the managerial skills of the principal which can be described as the skills of a leader in running the organization. Included in the category of managerial skills of a leader are technical skills, human relations skills, and conceptual skills [8]. Technical skills are skills in carrying out work in accordance with the tasks they carry out. These technical skills must be possessed by leaders at lower levels. Conceptual skills relate to a person's ability to think about

organizational planning and strategy. These skills must be possessed by leaders at the top level. Human relations skills are skills related to how to communicate with other people. These skills all leaders should have. Managerial skills support the effectiveness of a leader in influencing his members to work well.

## 2 Methods

The research locations targeted were State Elementary Schools (SDN) located in three areas with different characteristics, namely the City of Surabaya (Metropolis City), Malang City (Education City), and Jombang Regency (Religious City/Santri). The population is the entire research subject, in this case the teachers who are in State Elementary Schools (SDN) in the area of Surabaya City, Malang City, and Jombang Regency. Sampling was done by purposive random sampling technique in the three regions with a ratio of 1:50. So that the samples from the three research locations were 197 schools with a total of 232 (two hundred and thirty-two) teacher respondents with a distribution of 108 (one hundred and eight) respondents for the City of Surabaya, 38 (thirty-eight) respondents for the City of Malang, and 86 (eighty six) respondents for Jombang Regency. The data collected from a number of selected respondents with various backgrounds were then analyzed by researchers using descriptive analysis.

## 3 Results and Discussion

The characteristics of the respondents explored in this study include those related to gender, age, income level, employee status, years of service, and last education level. The results of the descriptive analysis related to several characteristics extracted from the respondents showed the following results.

Table 1 contains information related to the gender of the respondents who filled in the data in this study. A total of 23.6% with a total of 51 people are male respondents. Meanwhile, 76.4% of the total 165 people were female respondents. To more clearly describe the number and percentage of respondents in the study in terms of gender, it can be seen in Fig. 1.

The next characteristic explored in this study which is attached to the respondent is related to the age of the respondent. Description analysis related to the frequency and number of respondents by age can be seen in Table 2.

**Table 1.** Results of Analysis related to Gender Characteristics

Frequency	Percent	Valid Percent	Percent	Information
51	23.6	23.6	23.6	Male
165	76.4	76.4	100.0	Female
216	100.0	100.0		

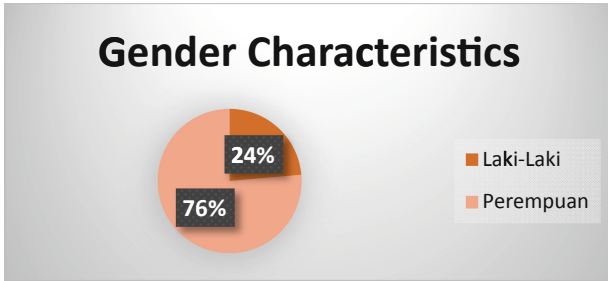


Fig. 1. Gender Characteristics of Respondents

Table 2. Analysis Results related to Age Characteristics

Frequency	Percent	Valid Percent	Cumulative Percent
90	41.7	41.7	41.7
94	43.5	43.5	85.2
32	14.8	14.8	100.0
216	100.0	100.0	

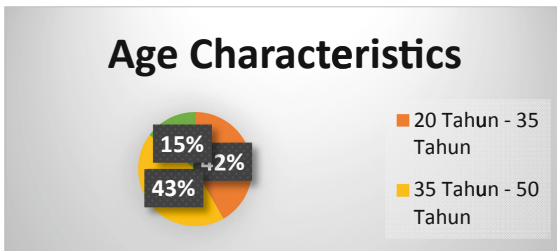


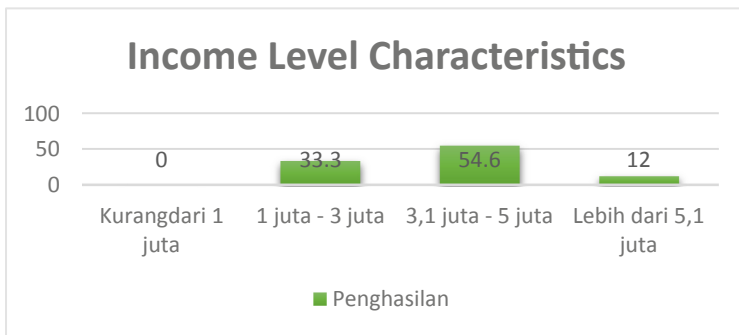
Fig. 2. Characteristics of Respondents' Age

Table 2 contains information related to the age of the respondents who filled in the data in this study. A total of 41.7% or 90 respondents who filled out the questionnaire were respondents aged between 20 and 35 years; then a total of 43.5% or a total of 94 respondents who filled out the questionnaire were respondents aged between 35 and 50 years; and a total of 15% or a number of 32 respondents who filled out the questionnaire were respondents aged more than 50 years. To more clearly describe the number and percentage of respondents in the study in terms of gender, it can be seen in Fig. 2.

Through the information shown in Fig. 2, it is known that the largest respondents who fill in the data are respondents from the age range of 35 years–50 years. Respondents with this age range are assumed to have influenced the results of the research on the answers to the questionnaires given.

**Table 3.** Results of Analysis related to Income Level Characteristics

Frequency	Percent	Valid Percent	Cumulative Percent
72	33.3	33.3	33.3
118	54.6	54.6	88.0
26	12.0	12.0	100.0
216	100.0	100.0	

**Fig. 3.** Characteristics of Respondents' Income Levels

The next thing that will be explored in this research is the characteristics of income levels. Description analysis related to the frequency and number of respondents based on income level can be seen in Table 3.

Table 3 contains information related to the income level of respondents who filled in the data in this study. A total of 33.3% or 72 respondents who filled out the questionnaire were respondents who had an income level of Rp. 1,000,000.00 s.d. IDR 3,000,000.00; then a total of 54.6% or a total of 118 respondents who filled out the questionnaire were respondents with an income range of Rp. 3,100,000 to Rp. IDR 5,000,000.00; and a total of 12% or a total of 26 respondents who filled out the questionnaire were respondents with an income level above Rp. 5,000,000.00.

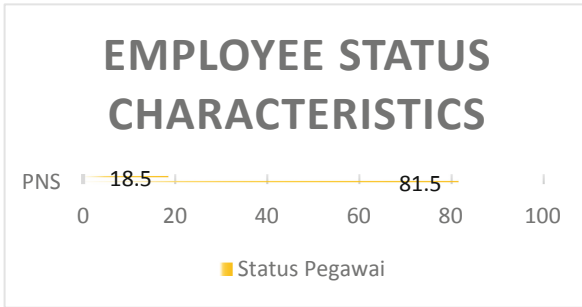
To more clearly describe the number and percentage of respondents in the study in terms of income levels, it can be seen in Fig. 3.

Through the information shown in Fig. 3, it is known that the largest respondents who fill in the data are respondents from the income level range of Rp. 3,100,000 to Rp. IDR 5,000,000.00 with a total of 18 people. Respondents with this income level range are assumed to have influenced the results of the research on the answers to the questionnaires given. The next characteristic that will be explored in this research is the characteristics of employee status. Description analysis related to the frequency and number of respondents based on employee level can be seen in Table 4.

Table 4 contains information related to the status level of the respondents' employees who filled in the data in this study. A total of 81.5% or 176 respondents who filled

**Table 4.** Analysis Results related to Employee Status Characteristics

Frequency	Percent	Valid Percent	Cumulative Percent
176	81.5	81.5	81.5
40	18.5	18.5	100.0
216	100.0	100.0	



**Fig. 4.** Characteristics of Employee Status

**Table 5.** Results of the Analysis related to the Characteristics of Employee Working Period

Frequency	Percent	Valid Percent	Cumulative Percent
8	3.7	3.7	3.7
27	12.5	12.5	16.2
144	66.7	66.7	82.9
37	17.1	17.1	100.0
216	100.0	100.0	

out the questionnaire were respondents with Civil Servant Status (PNS) and 18.5% or 40 respondents who filled out the questionnaire were respondents with Non-PNS employment status. To more clearly describe the number and percentage of respondents in this study, it can be seen in Fig. 4.

Through the information shown in Fig. 4, it is known that the largest respondents who filled in the data were respondents from employees with employment status as PNS (Civil Servants) at the location of the research sample. Employees with civil servant status were detected by 81.5% or 176 people. The next characteristic that will be explored in this research is the characteristics based on the years of service of the employees. Description analysis related to the frequency and number of respondents based on employee level can be seen in Table 5.

**Table 6.** Results of Analysis related to Recent Education Characteristics

Frequency	Percent	Valid Percent	Cumulative Percent
192	88.9	88.9	88.9
24	11.1	11.1	100.0
216	100.0	100.0	

Table 5 contains information related to the tenure of the employees who were respondents in this study. A total of 3.7% or 8 respondents who filled out the questionnaire were respondents with a working period of less than 1 year; a total of 12.5% or 27 respondents who filled out the questionnaire were respondents with a working period of 1 year–5 years; a total of 66.7% or 144 respondents who filled out the questionnaire were respondents with less than 5 years of service. 10 years; and the last one from Table 5 is 17.1% or 37 respondents who took the questionnaire were respondents with more than 10 years of service.

Through the information shown in Table 5, it is known that the largest respondents who filled in the data were respondents from employees with a working period of 5 years–10 years, which was 66.7%; followed by a lower number of respondents with more than 50 years of service with a total of 17.1%. Furthermore, 12.5% were occupied by respondents with a working period of 1 year to 5 years, and the smallest 3.7% of research questionnaires were filled by employees with the lowest tenure of less than 1 year.

The next characteristic that will be explored in this research is the characteristics based on the final education level of the employees as respondents in the study. Analysis of the description related to the frequency and number of respondents based on the level of education can finally be seen in Table 6.

Table 6 contains information related to the final education level of the employees (teachers) who were respondents in this study. A total of 88.9% or 192 respondents who filled out the questionnaire were respondents who had a final educational background of Bachelor level (S1) and a total of 11.1% or 24 respondents who filled out the questionnaire were teachers with an educational background at the final level. Master (Master) or equivalent S2.

Starting from the information on the characteristics that dominate in this study, the findings that can be reviewed further regarding some of the characteristics of the respondents who are attached to the teachers who fill in the data can be presented in Table 7.

The information presented in Table 7 means that the results of research related to the relationship between managerial ability and the effectiveness of principal supervision on teacher performance are assumed to be influenced directly/indirectly by dominant characteristics as in Table 7. Respondents with the data provides the dominant answer in the data filling process, so that if the researcher is going to continue the research process more deeply, the indicators that need to be considered are related to age, gender, years of service, employee status, final education, and income levels from the range as in Table 7.

**Table 7.** Distribution of Respondents' Characteristics Dominating Research Data Filling

No	Characteristics	Characteristic Type	Percentage (%)	Amount (person)
1	Gender	Female	76,4	165
2	Age	35–50 Years	43	94
3	Working Period	5–10 Years	66,7	144
4	Employee Status	civil servant	81,5	176
5	Recent Education	Bachelor degree	88,9	192
6	Income Level	Rp 3.100.000,00–Rp 5.000.000,00	54,6	118

In detail, the gender of the respondents in this study is female with a percentage of 76.4%. Regarding age, the majority of respondents are teachers in the age range of 35 years–50 years by 43. Teachers with a working period of 5 years–10 years by 66.7% also dominate the research process. The teachers with the status of civil servants were also the majority respondents, amounting to 81.5%. Followed by teachers with a final education level of Bachelor (S1) of 88.9%. And the last characteristic that was explored was the income level of the teachers, which was in the range of Rp. 3,100,000–Rp. 5,000,000.00 of 54.6%.

With regard to age and years of service, the results of this analysis are in line with research findings obtained by Fitriantoro [9], that the productive age range (35 years–50 years) and the working period of 5 years to 10 years are the best age ranges and years of service for employees. When it comes to performance. Because the higher the age and the longer the service period, as in the advanced characteristics (service period above 20 years and age above 50 years) it will move in line with the tendency of employees to learn and practice. This movement leads to a reluctance to continue to study, practice, and improve work performance because age is also getting older and boredom at work begins to be felt.

Talking about performance issues will certainly be rooted in the work motivation inherent in a teacher/employee. Wahyuningsih and Wibowo [10] stated that there is a difference between the work motivation of PNS and non-PNS teachers. The work motivation of teachers with the status of civil servants is considered to be higher than the work motivation of non-civil servant teachers, this is in line with the results of the study found by the researcher that in this study the ones that affected the results of the correlation research conducted were teachers with civil servant status of 81,5%. The status of the employee can also be directed at the amount of salary owned by the teachers. However, the research obtained contradicts the findings of Restiana [11] that salary has a positive and significant effect on work environment and performance variables.

Reinforced by Fadillah [12] that there is a significant influence between the level of teacher income and teacher performance when carrying out the learning process. In the case of this study, the income level that has an influence on the high performance of employees is the teachers from the middle cluster income range, which is in the range



of Rp. 3,100,000–Rp. 5,000,000.00 by 54.6%, while salaries in the highest cluster have not specifically explored whether it has a significant effect or not.

## 4 Conclusion

The characteristics of respondents with gender data in this study are women with a percentage of 76.4%. Regarding age, the majority of respondents are teachers in the age range of 35 years–50 years by 43. Teachers with a working period of 5 years–10 years by 66.7% also dominate the research process. The teachers with the status of civil servants were also the majority respondents, amounting to 81.5%. Followed by teachers with a final education level of Bachelor (S1) of 88.9%. And the most recent characteristic that was explored was the income level of the teachers, which was in the range of Rp. 3,100,000–Rp. 5,000,000.00 of 54.6% gave the dominant answer in the data filling process, so that if the researcher would continue the research process more deeply Again, the indicators that need to be considered are related to age, gender, years of service, employee status, final education, and income levels from that range.

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