



Leadership of School Principal in Improving Learning, Achievement, and Quality of Muhammadiyah 2 Gemolong High School in Post Covid-19

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Abstract. The success of a school is influenced by the principal as a leader. The existence of the COVID-19 pandemic has made all schools in Indonesia deactivated, but the teaching and learning process continues with a distance learning process. Of course, there are differences in leading an educational institution after the pandemic and before the pandemic occurred. The principal's leadership in improving learning, achievement, and the quality of schools has faced more severe challenges compared to the years before the pandemic came. The purpose of this study is to find out how the leadership of the Principal of Gemolong Muhammadiyah 2 High School in improving learning, achievement after the COVID-19 pandemic and also to describe the efforts made by the Principal of SMA Muhammadiyah 2 Gemolong in improving school quality. In this study, researchers used descriptive qualitative methods and the subject of this study was the principal of SMA Muhammadiyah 2 Gemolong. The results and discussion in this study conclude that in improving learning and achievement after the COVID-19 pandemic and in improving the quality of schools, school principals have succeeded in leading their schools because they can successfully mobilize and direct teachers and employees to improve learning after COVID-19. Moreover, in post-COVID 19, school achievement did not decrease but instead increased because the school took part in various competitions online and not a few won. Meanwhile, in improving the quality of school principals, they improve facilities and infrastructure, create life skill programs including cooking, fashion, automotive, graphic design, and screen printing, as well as a special program class (PK) for science Tahfidz Quran.

Keywords: Leader · COVID-19 · Learning · Achievement · Quality

1 Introduction

School is an educational institution for the teaching and learning process involving students and teachers, networking between teachers, principals, teachers, and employees. The main activity in schools is the teaching and learning process, in which students are expected to have academic knowledge and good character.

The teaching and learning process is the core of education; the teacher transfers knowledge to students and students seek knowledge from the teacher. A good learning process can achieve the objectives the teachers have expected. However, achieving good and quality learning is challenging and many challenges and obstacles are experienced along the way. It is often found that the class is inconvenient for the teaching and learning process. It can be the result of the lack of facilities and infrastructure, unmanageable students, or incapable teachers in class control. Therefore, quality learning is deemed necessary to improve education.

In addition to the quality of students and teachers, the quality of a school also depends on the;management system, the use of facilities and infrastructure, and the principal as the leader [1].

Good and quality learning will allow students to grasp the lessons delivered by the teacher, stimulate students to be more active, innovative, and creative, and, most importantly, result in graduates with good academics. These can be achieved when an educational institution has leaders who are eager to improve teacher performance, have skills in managing an institution, and possess a work ethic [2].

In 2020, a major disaster hit almost the whole world, namely the Coronavirus, or what is referred to as COVID-19 which lasted for about two years. The pandemic disabled all schools in Indonesia, however, the teaching and learning process had to continue using a distance learning process known as online learning.

After the COVID-19 pandemic declined, the government finally allowed face-to-face learning to be held even under specific requirements; all activities should follow various restrictions and strict health protocols. The implementation of the face-to-face teaching and learning process at Muhammadiyah 2 Gemolong High School post-COVID-19 pandemic is inseparable from government regulations that have granted face-to-face learning by limiting the number of students, and class hours, as well as enacting health protocols according to government recommendations.

The success of the school principal is when one can learn about the existence of the school as a comprehensive and unique organization and can carry out the role of the school leader. The principal should control the school. The principal is the driving force and determines the strategic direction of schools and broad education [3].

The success of an education is inseparable from the role of a leader. The role of the school principal is essential in improving learning and school achievement. Moreover, following the COVID-19 pandemic, learning must adapt to the daring conditions at that time. Principal leadership in improving learning, achievement, and also school quality has more challenges than in the years pre-pandemic.

From the explanation, researchers were encouraged to conduct research with the title **“LEADERSHIP OF SCHOOL PRINCIPAL IN IMPROVING LEARNING, ACHIEVEMENT, AND QUALITY OF SMA MUHAMMADIYAH 2 GEMOLONG POST-COVID-19”**. The problems can be formulated in the following questions: (1.) How is leadership and policy school principal in improving learning post-pandemic, (2.) Principal leadership in improving the achievement of Muhammadiyah 2 Gemolong High School Post-COVID-19. (3.) Efforts made by principals of Muhammadiyah 2 Gemolong High School to Improving School Quality.

The purpose of this study is to investigate how the principal leadership of Muhammadiyah 2 Gemolong High School improves learning, achievement, and school quality post-pandemic. Additionally, the specific objectives of this study are: (1.) To describe the leadership and policies of the principal in improving learning post-pandemic, (2.) To describe the principal leadership in improving the achievement of Muhammadiyah 2 Gemolong High School post-pandemic, (3.) To describe the efforts by the Principal of Muhammadiyah 2 Gemolong High School in Improving the quality of schools.

2 Literature Review

Leadership is explained as the ability that a person has in readiness to command, attract, invite, move, guide, influence, and, if necessary, force an individual or group to get that influence, then produce a result that helps realize the predetermined goals [4].

Educational leadership is ability and a way to influence, organize, and encourage an individual or a group related to improving education, implementing education, and guiding to achieve goals that bring appropriate results [5].

Leadership is a series of actions of an individual to reach a common goal by directing its members to do or carry out work according to their respective duties, thus a goal can be achieved in the organization. In an institution, one appointed individual is required to lead a group of organizations in order to facilitate coordination, and manage tasks, therefore the organization can be well structured and have a clear organizational structure [3].

The key to the success of a school lies in its leadership, meaning that the role of the principal is very important and has a major influence in determining the success of the school and the set goals. Schools are complex organizations and can carry out the role of the principal as responsible for leading the school [6].

Policy according to Lasswell and Kaplan is a means to an end where policy is a projected program related to goals, values, and practices [7].

The policy is a decision taken to achieve a goal of a group or organization using a program to realize the goals.

In improving the quality of education, the principal has a role as a manager, educator, administrator, supervisor, leader, innovator, and motivator. As a manager, the principal's task is to design and organize the objectives to be attained. The principal as an educator should be able to act like a teacher in his leadership, which implies that the principal can improve teacher performance to work more professionally. The principal as an administrator is responsible for all school activities, hence must understand the administration of records or documentation. The principal as a supervisor is responsible for optimizing the improvement in the teaching setting. The principal as a leader is responsible for all school activities and serves as the school leader. The principal as a motivator encourages teachers, staff, and students so that they can remain enthusiastic about their activities. The principal as an innovator should have innovation to develop the school so it becomes an excellent school [8].

Quality of education multidimensional includes aspects of the quality of input, process, and output. Therefore, quality improvement must be as a whole starting from those

three aspects. The quality of education is the quality of various school services for students and teachers for a quality education process to be created so that graduates will possess the ability, skills, and knowledge identical to the desire or need to be involved in the community [9].

The quality of an educational institution can be seen from the process of the educational institution and the results of its education and a good quality of education is if it fulfills national education standards [10].

3 Methodology

This study uses a descriptive qualitative method to obtain more perspective data. The qualitative method is a procedure in which a researcher explores and interprets the meaning of an interaction of human behavior. This method also does not use numerical calculations [11].

The subject of this study was the principal of Muhammadiyah 2 Gemolong High School, Wiyono S, Pd., M, Pd. Primary data are information or data obtained by the researchers directly from the source. The primary data used in this research consist of interviews and observations in Muhammadiyah 2 Gemolong High School. On the other hand, secondary data are used to complement research data. Secondary data used in this study are relevant journals and books to this research. Methods of data collection in this study using interviews, documentation, and observation.

4 Results and Discussions

Principal Leadership and Policy in Improving Learning Process Post-pandemic

From the theoretical study above, it can be inferred that leadership is a series of actions carried out by an individual to attain a common goal by directing members to perform or carry out work according to their respective duties so a goal will be finally realized by the institution.

The policy is a decision taken to bring about a goal of a group or organization using a program to achieve the predetermined goals.

Meanwhile, the results of interviews obtained from the principal of Muhammadiyah 2 Gemolong High School, Wuyono S, Pd., M, Pd., regarding the leadership of the principal in improving learning and student achievement at Muhammadiyah 2 Gemolong High School Post-COVID-19 are as follows:

“Muhammadiyah 2 Gemolong High School is under the auspices of the Education Office of Central Java Province and Muhammadiyah Foundation; therefore, this school follows both circular letters. The provincial office stipulates a policy of face-to-face learning based on a policy from the central government, which is once every week or two weeks. It is based on a circular letter of level one, level two, level three, or even level four. Sragen has been at level three and level two. It means that students may or may not come to school. We are only allowed to admit 50% of students and must follow health protocols. Public schools can admit 36, ideally. We have schemed the class only consists of only 22 students or 25 at maximum. For the teaching and learning

process to be properly run, as the students absorb more of the teacher’s teaching material without barriers, we admit students because every student can sit individually. Because the number is not as high as in other schools, hence the distance can be maintained at 1.5 meters following the protocol. After the pandemic, 50% of students were allowed, we have 100% come because the total is at a level that can perform the teaching-learning process. Post-pandemic, the time for teaching and learning was arranged to finish before noon, which was previously before late afternoon to become shortly after noon. The schedule was constantly updated so that the subjects can be fully covered. It should not reduce students’ rights to receive material from the teacher.”

From the interview with the source, it can be assumed that the policy adopted by the school principal in managing post-pandemic learning was to include 100% of students, even though only 50% were allowed to come. The principal took this step because the number of students was still effective and possible to exercise health protocol as stipulated by the government. Every student sat at one table and maintained a distance of 1.5 m following government recommendations.

Based on the understanding of leadership and policies above, the principal has fulfilled or become a leader based on the understanding or theories aforementioned; the principal has succeeded in mobilizing, inviting, and directing teachers and employees to cooperate in the teaching and learning process post-pandemic. One example is implementing the right policy or decision to include 100% of students and learning was only carried out until noon with a strict health protocol. Thus, it allowed teachers to deliver materials and students to understand the learning material.

Based on the explanation above, it can be concluded as follows:

Conclusion
The principal continued to include all students when the government only allowed 50% of students to come since the number of students in each class is not as high as in other schools and could carry out health protocol according to government regulations. In this case, the school principal has succeeded in mobilizing and directing teachers and employees to improve post-COVID-19 learning.

Principal Leadership in Improving the Achievement of Muhammadiyah 2 Gemo-long High School in Post-pandemic

Leadership is a series of actions carried out by an individual to achieve a common goal by commanding members to do or carry out work according to their respective duties so the goal can be attained. In an organization, one specific individual is needed to lead the organization in order to facilitate coordination, and manage tasks, and, as a result, an organization can be well structured and have a clear organizational structure.

In improving achievement post-pandemic, the principal of Muhammadiyah 2 Gemo-long High School delivered the following interview:

“There were a lot of accomplishments achieved during the pandemic. For example, the Ahmad Dahlan Olympics held by the Muhammadiyah Foundation in Central Java

was initially to be an online event including Quran memorization and certain subjects. Many students follow, however, only two of them continued to the next round, and the finals were done offline in UNIMUS Semarang. There was a national art competition online and our student won the first place. Virtual martial arts also be followed by students and the videos were uploaded. A student won first place, six or seven students were runners-up, and five were bronze. The National Quran Olympiad in Indonesia was carried out by the committee online, and so many participants came there to take the trophy. Achievements are still a priority virtually as the offline event will need laborious work of the committee.”

From the interview, it can be understood that the achievements of Muhammadiyah 2 Gemolong High School remained to continue despite the pandemic. This school continued to take part in online competitions such as the Olympics, Quran Olympiad, and Tapak Suci competitions, and each won a championship, comprising gold, silver, and bronze.

From the theoretical conclusions and the interview, it can be seen that the school principal’s leadership in improving achievement is deemed to be successful as it can produce students who excel amid COVID-19, in this case, non-academic achievements that can contribute many trophies and medals. Without the approval and support of the school principal as well as the infrastructure provided by the school to students, they will not be able to develop their achievements and abilities.

Based on the explanation above, a conclusion can be drawn:

Conclusion
Post-COVID-19, school performance did not decrease, it improved instead because the school took part in various competitions online, and many have won. In this case, the principal plays a significant role in improving school achievement.

Efforts Made by the Principal of Muhammadiyah 2 Gemolong High School in Improving the Quality of Schools

Improving the quality of schools to attract and develop Muhammadiyah 2 Gemolong High School the principal entails several programs as stated during the interview as follows:

“Dissemination with quality teaching-learning-oriented service to students is already included and the community will eventually acknowledge this school. Our school will resolve every problem through home visits. It is carried out using a dialogue of communication.”

“Our program includes a vocational-school practice, with life skills and rich in additional extracurricular skills. Almost 60% of students continue their studies, and the remaining 40% are working. So those who take study will engage in theoretical classes and working-oriented will need to improve 40% of their skills. There are catering, automotive, graphic design, dressmaking, and screen printing. For those who are culinary, it has been promoted as a program to equip children to be skilled.”

From the results of the interviews and observations made, it can be concluded that the leadership of the current school principal Wiyono has experienced quite rapid progress such as the existence of several life skill programs as conveyed by the interviewee, namely culinary, automotive, design graphics, several products from culinary have also been marketed such as JAHE MUDA candy or *Jahe Muh Dua*.

From the theory regarding quality and the results of the interview with the principal above, it can be assumed that the principal has succeeded in improving the quality of the school through the following efforts:

- a. Quality teaching-learning process;
- b. Good service to students;
- c. Improving facilities and infrastructure such as the futsal field, renovating the hall, and cooperatives office;
- d. Creating life skills programs to equip students with skills after graduating such as culinary, fashion, automotive, graphic design, and screen printing;
- e. Special school bus;
- f. A special program for Quran memorization and many more.

The efforts performed by the principal correspond to Sopiati's opinion regarding the definition of quality of education in the previous subtopic. As aforementioned, the quality of education has various dimensions including aspects of input, process, and output. The input is that students have just entered the school through the learning process taught in general and skills based on student's interests. The output is graduates who possess skills that can facilitate them to get jobs or start businesses according to their skills if they stop at the high school level.

The efforts that have been made by the principal above are in Sopiati's opinion regarding the definition of quality of education in the theoretical study above. As stated, the quality of education comprises various dimensions including aspects of input, process, and output. The input is that students have just entered school, in which learning is held like schools in general, and skills are taught with programs according to students' interests. The output is graduates who have skills that can help students get jobs or start businesses according to their skills if they stop at the high school level.

From the explanation above it can be concluded as follows:

Conclusion
In improving the quality of schools, the principal works closely with teachers and employees to provide good service to students, parents, and guests, make improvements to facilities and infrastructure, and create life skills programs including culinary, fashion, automotive, graphic design, and screen printing, and create special program of Quran memorization

5 Conclusion

Leadership is a series of actions carried out by an individual to achieve a common goal by commanding members to perform or carry out tasks according to their respective duties, hence goals can be attained. In an organization, one person is needed to lead a group of organizations in order to facilitate coordination, manage tasks, and so that an organization can be well structured and have a clear organizational structure.

The school principal continued to include all students when the government allowed 50% to come to school since the number of students in each class was not as high as in other schools and could still carry out health protocol according to government regulations. In this case, the school principal has succeeded in mobilizing and directing teachers and employees to improve learning post-pandemic. Following COVID-19, school achievement did not decline, on the contrary, it improved because the school participated in various competitions online, and many have won. The principal plays a significant role in improving school achievement. In doing so, the principal works closely with teachers and employees to provide good service to students, parents, as well as guests, make improvements to facilities and infrastructure, create life skill programs including catering, clothing, automotive, graphic design, and screen printing, and form a special program of Quran memorization.

From the statements above, it can be inferred that the principal of Muhammadiyah 2 Gemolong High School has a notable role in increasing learning, achievement, and school quality.

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Authors' Contributions. In this study, the authors expect to be able to contribute to readers, especially students majoring in education who are studying school principal leadership which can be used for consideration and as a reference for students who are conducting the same topic.

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