

# Principal Management Strategy in Improving Graduates Quality at State Senior High School (SMA Negeri 12) Banda Aceh

Akmaluddin

Doctoral Program Student of Education Management  
State University of Medan  
Medan, Indonesia  
Email address: [akmaluddin@uui.ac.id](mailto:akmaluddin@uui.ac.id)

Paningkat Siburian

Post Graduate Program of Universitas Negeri Medan  
State University of Medan  
Medan, Indonesia  
Email address: [siburianpaningkat@gmail.com](mailto:siburianpaningkat@gmail.com)

**Abstract** - The purpose of this study was to find out how the principal's strategy in leading teachers and employees in the utilization of various educational resources and the effort principals in overcoming obstacles to improve the quality of graduates at SMA N 12 Banda Aceh. This research used qualitative approach with descriptive method. The subjects in this study were principals, teachers, employees and the administration. School supervisors and school committees. The technique of collecting the data were interview, observation and documentation. The results of this study showed (1) the principal's strategy in improving the quality of graduates in SMA N 12 Banda Aceh including performing the principal's task as EMASLIM, involving teachers in RPS, MGMP development, conduct teacher professional development and curriculum through workshop activities, study seminars and others. (2) In an effort to improve the quality of graduates at SMA N 12 Banda Aceh, the principal had made the use of various resources that exist professionally, strengthening teacher tasks / professionalism, and involving the community in order to succeeding the 12-year compulsory education program and the improvement of faith and piety to God Almighty. (3) The principal's strategy in overcoming barriers to quality improvement of graduates at SMA N 12 Banda Aceh, such as, by involving the community in school programs through school committees both quality improvement and fund handling, developing and improving teachers' understanding of the curriculum substance.

**Keywords:** *Management of principal's strategy and quality of graduates*

## I. INTRODUCTION

Leadership is a very important professional force in school management. Therefore, the ability of the principal to lead effectively is the key to success or failure of a school. Kunandar says (2007: 46) announces that "professionalism is the condition, direction, value, purpose, and quality of a skill and authority which related to one's livelihood".

The principal is a person who has a certain task that can encourage his subordinates to work with the maximum in accordance with their respective fields so that it can be responsible for the success or

failure of the institution led by graduating quality students.

State Senior High School (SMA Negeri) 12 Banda Aceh including independent schools, but this school needs the attention in accordance with national standards, and many things and related parties that make this school is not in accordance with national standards so that the quality of this graduate is not qualified.

Based on background of the problems, it requires research so that it can be ascertained whether the leadership of the principal is less able to perform its function.

### A. *The Concept of Leadership Strategy*

According Mulyasa (2006: 216), Education quality as one of the pillars of human resource development is very important meaning for national development. It can be said that the future of the nation lies in the existence of education quality in the present, therefore the effort to improve the quality of graduates is a point of leadership in the effort to create education quality.

Initially, the term strategy is used in military domain which is defined as a way of using all the power of military to win a war. Thus, in formulating the strategy of leadership, it is necessary to consider various factors, both inward and outward (Sanjana, 2006: 125).

According to Djamarah and Zain (2002: 5), in general, the strategy of leadership has the meaning of an outline to act in an effort to achieve the target that has been determined. Meanwhile, according to J.R. David, 1976 in Sanjaya (2006: 126) in the world of education, leadership is defined as a plan, method, or series of activities designed to achieve a particular educational goal. Thus, the leadership is the effort to find a way to achieve a goal.

### B. *Principal Leadership*

Mean while, Yaverbaum and Sherman (Usman, 2009: 281) state, "*leadership is the act of gaining cooperation from people in order to accomplish something.*" (*Leadership is the act of gaining cooperation from people to achieve a goal*). So that

the actions of leadership can get others to work together to achieve goals, then it can be called a leader.

Moreover, Blanchard and Hersey (2006: 19) said that: The relationship between leadership and members has four levels / phases that leadership exemplifies to change their leadership style: (1) high tasks and low relationships (2) high tasks and high relationships (3) high relationships and low relationships (4) low relationships and low duty. This will enable the ability of a leader to carry out his task.

#### *C. Principal Program in Improving Graduates Quality*

The school is actually an institutional educational, where teachers teach and students learn, so that there is a process of teaching and learning and created a learning community that aims to build a whole person.

School is an organization that accommodates the process of administrative activities, where there are a number of people who are actively involved in cooperative activities on the basis of certain rationality in order to achieve educational goals.

In such a position, the principal assumes the main task of fostering or developing the school continuously in accordance with its development and the challenges of the times, according to mulyasa (2004: 98)

The principal in carrying out his duties must be able to carry out his work and act as a leader in school. Thus, in the new paradigm of education management, the principal must at least be able to function as an educator, manager, administrator, supervisor, leader, innovator, evaluator, motivator (EMASLIEM).

The principal's leadership function is to assist people in the school community to formulate objectives, to pursue teaching and learning, to build productive teacher performance, to create a leadership climate, and to be a resource for effective teaching. In organizational life, the leadership function is part of the task to be performed.

#### *D. Graduates Quality Improvement*

Education must have academic qualification standards and competencies as a teaching agent, physically and mentally healthy, and have the ability to realize National education. Hayat and Joseph (2010: 21) describes as the following: The quality of education relates to the assessment of the extent to which a product meets certain criteria or standards initiates concrete measurements or qualitative observations. The quality of graduates in a broad sense is determined by the overall success rate of educational leadership in achieving educational goals, whether dealing with the quality of scholastic or non-scholastic.

## II. METHOD

This study aims to describe the leadership of the principal in implementing the improvement of graduate quality in State Senior High School (SMA Negeri) 12 Banda Aceh. Therefore, this research approach is qualitative research design, because the researcher intends to benefit the leadership which is reflected through the behavior of principal of State Senior

High School (SMA Negeri) 12 Banda Aceh. With qualitative approach, the researchers actively interact in the process of collecting data.

## III. RESULT AND DISCUSSION

### *A. Results*

#### *1. Principal Program in Improving Graduates Quality at State Senior High School (SMA Negeri) 12 Banda Aceh.*

Based on the results of research on the leadership of the principal in improving the quality of graduates, it is necessary to formulate a program that is oriented towards improvement, competence, and dedication that must be owned by a teacher, and as the principal's strategy in improving the quality of graduates in SMA Negeri 12 Kota Banda Aceh supporting his activities as a leader.

The program of State Senior High School (SMA Negeri) 12 Banda Aceh as following;

##### *1.) Long term programs*

The program term plan are including, the implementation of the curriculum 2013 gradually to replace curriculum 2006, implementation of supporting activities of teaching learning process, in the field of english, sports, arts, scout, religious and other skills, the availability of laboratory space and practice space, other learning media improvements, and the new classrooms with complete, and the availability of lingual / visual audio of each classroom and other learning space.

##### *2.) Medium term programs*

In accordance with the data obtained from the school administration, the medium-term program or plan of State Senior High School (SMA Negeri) 12 Banda Aceh is; the creation of students who has morals, smart and skill, creating high discipline for all citizens of the school, improving the professionalism of teachers, and creating teacher's reading culture. In addition, in the medium term program includes increasing the ability of teachers and operate modern electronic equipment such as computers, the internet and others. Making English as the language of instruction for the citizens of the school.

##### *3.) Short term programs*

The short term program is to carry out practical activities with sufficient time, implementing teaching and learning process effectively and efficiently, interesting and fun, improving the correct discipline to all school members, activating extracurricular activities, preparing and implementing teaching learning process program, evaluation and correction, increasing teacher's reading culture, creating kinship, disseminating english to students and teachers, and providing opportunities for teachers to increase teachers' skills in using the latest technology the school has.

#### *2. Principal Strategy in Improving Graduates Quality at State Senior High School (SMA Negeri) 12 Banda Aceh*

The graduate quality improvement program at State Senior High School (SMA Negeri) 12 Banda Aceh is good enough. Systematic planning as outlined in the five-year Strategic Plan illustrates the seriousness of anticipating the graduate students

to compete with other schools to enter the next educational institution. This is in accordance with Mulyasa's opinion (2004: 22) namely: " the quality of education strategy should start with the improvement of school management, in addition to improvement of teacher quality and development of learning resources"

According to Mulyasa (2006: 86), in relation to improving the performance of educational staff and school quality, the principal of professional as advised should pay attention to the following things:

- a. Have a vision or perspective on the quality of integrated for the institution and for educational personnel and learners who exist in school.
- b. Have a clear commitment to quality improvement process.
- c. Communicating messages related to quality.
- d. Ensure the needs of learners as a concern of activities and policies of institutions / schools.
- e. Convincing customers (learners, parents and community) that there is a "channel" suitable to convey their wishes and desires.
- f. Leaders support the development of education personnel.

In the realization of the school plan has shown persistence in search of funds for school operations. This breakthrough should be given appreciation by the education office, to be followed by other schools. The advantage of this programs can be gained as; first, students will gain a wider learning experience and have never obtained the school. The student experience has been better. Second, there is a double benefit. In addition, the students obtaining additional knowledge and gain extracurricular experience held by the school in order to increase the faith and devotion of students.

### 3. *Supporting Factors and Inhibitors in Improving Graduates Quality at State Senior High School (SMA Negeri) 12 Banda Aceh*

In performing its duties, the principal has supporting factors and inhibiting factors. The supporting factor is similarly well established between the principal and staff and teachers in carrying out their main tasks and functions. Meanwhile, inhibiting factors also always accompany the leadership of the school activity and this becomes an agenda that must be completed. Improper misguidance of teachers' mistakes has resulted in less value for the performance of principals as well as less funds, poor student economic and communications that have not yet been established between the principal and his subordinates into the inhibiting factors.

Many strategies done by the principal to overcome the obstacles in carrying out his leadership, among others are; 1) pay close attention to what are the weaknesses of the leader as well as pay attention to the improvement, 2) try to coordinate good communication to prevent the things which are not desirable as the emergence of prejudices that are not good, and keep the relationship between leaders and their subordinates, 3) members solution to emerging problems so as not to be a deeper barrier, 4) establish follow-up development of teacher performance in the future, 5) implement the program that has

been created together with the teachers, 6) teachers and other schoolchildren create a pleasant working environment for the point of saturation can be avoided. One way that can be done is holding a meeting with third graders of academic year 2010/2011 with teachers, 7) giving opportunity to teachers to express new breakthrough know idea which is essentially to improve the graduates quality, 8) provide coaching through guidance to teachers in meetings, and 9) reward members in the form of prizes, praise, thanking sincerely to teachers who are considered achievers, 10) evaluate all activities that have been programmed and implemented in order to improve the quality of graduates at State Senior High School SMA Negeri 12 Kota Banda Aceh, through the performance of teachers and employees.

Elements of society in the form of participation that affect the implementation of education are:

- 1) Parents of students / guardians.
- 2) Government bureaucracy officials, including education.
- 3) Leaders and staff of government agencies.
- 4) Community leaders, religious leaders, cultural, and other professional groups.
- 5) Group of workers / particular workers.
- 6) Youth groups, and others.

#### IV. CONCLUSIONS

Based on the results of observation, interviews, field documentation studies and special findings of the research, it can be drawn some conclusions about the leadership of the principal in improving the quality of graduates at State Senior High School (SMA Negeri) 12 Banda Aceh that:

1. The principal's program in improving the graduates quality of State Senior High School (SMA Negeri) 12 Banda Aceh

The principal's leadership program in improving the quality of the graduate is by improving the quality of teaching process teachers, conducting trainings, doing cooperation with internal and external well, delegating tasks to subordinates with full responsibility so that the program oriented to increase, and dedication that must be possessed by a teacher, and as the principal's strategy in improving the quality of graduate of State Senior High School (SMA Negeri) Kota Banda Aceh which is strongly supports his activities as a leader.

2. Principal Strategy In Implementing Graduates quality improvement in State Senior High School (SMA Negeri) 12 Banda Aceh

The principal's strategy is to improve the quality of the graduates by improving the school's discipline, strategizing the implementation of quality learning processes, improving the professionalism of teachers through training, creating a conducive school climate, applying pedagogical leadership, working with school stakeholders, extracurricular activities and learning religion, additional hours of learning in the afternoon and improve school infrastructure.

### 3. Supporting and Inhibiting Factors In Improving Graduates Quality In Senior High School (SMA Negeri) 12 Kota Banda Aceh

In carrying out its duties, the principal has supporting factors and inhibiting factors. The supporting factor is that the cooperation is well established between the principal and the staff and teachers in performing their main tasks and functions. By having a vision and mission, the principal has the direction and purpose to achieve the goal.

#### REFERENCES

- [1] Kunandar, 2007. *Guru Profesional*, PT Raja Grafindo. Jakarta
- [2] Siregar, 2011. *Arsad Kepemimpinan Kepala Sekolah Dalam Melaksanakan Fungsi Motivator Dalam Peningkatan Mutu Lulusan Di Smp Muhammadiyah 07 Medan*. Tesis pada UNIMED, Tidak Diterbitkan.
- [3] Uno, Hamzah B., 2007. *Teori Motivasi Dan Pengukurannya: Analisis Di Bidang Pendidikan*, Bumi Aksara, Jakarta
- [4] Dalil, 2008. *(Kepemimpinan Kepala Sekolah Dalam Meningkatkan Kinerja Guru Di Sma Negeri Singkil*. Tesis Pascasarjana Unsyiah. Tidak diterbitkan.
- [5] Usman, Husaini, 2009. *Manajemen, Teori, Praktik, dan Riset Pendidikan*, Bumi Aksara. Jakarta
- [6] Usman, Nasir, 2006. *Manajemen Peningkatan Kinerja Guru*, Mutiara Ilmu. Bandung
- [7] Blanchard dan Hersey, 2006. *Management of Organizational Behavior Utilizing Human Resources*. Terjemahan Agus Dharma 1996, Erlangga. Jakarta
- [8] Hermanti, 2005. *Gaya Kepemimpinan*, Unipres. Jakarta
- [9] Rahman (at all), 2006. *Peran Programs Kepala Sekolah dalam Meningkatkan Mutu Pendidikan*, Alqaprint. Jatinangor
- [10] Hayat Bahrul dan Yusuf Suhendra., 2010. *Mutu Pendidikan*, Bumi Aksara. Jakarta