

THE PRINCIPAL'S STRATEGY IN IMPROVING THE QUALITY OF TEACHING STAFF DURING THE PANDEMIC

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Abstract.

The principal as a manager in organizing education in schools, what the principal needs to pay attention to is the teacher's ability to learn in certain situations, so that learning can run smoothly. This study aims to examine and analyze the principal's strategy in improving the quality of teaching staff during the pandemic at Sambalagi Elementary School from the principal's strategy, the quality of teaching staff and the principal's policy regarding the pandemic. The object of this research is the principal and teachers at Sambalagi Elementary School. This research uses qualitative research. Data collection methods were carried out by means of observation, interviews and documentation. Data analysis through the process of collecting informants, reducing data, presenting data and drawing conclusions and verification and testing data validity through data triangulation (sources, techniques and time). The results showed that: 1) the principal's strategy is carried out by carrying out quality improvement of teaching staff in three months once a week followed by two teaching staff (teachers): 2) the current quality of teaching staff at Sambalagi Elementary School still needs to be improved: 3) the principal's policy regarding the covid-19 pandemic is to continue carrying out activities by complying with health protocols, namely wearing masks, washing hands, and maintaining physical distancing.



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A. INTRODUCTION

A number of decisions and actions that are shown to achieve goals in adjusting organizational resources to the opportunities and challenges faced in the industrial environment. Stephen P. Mary and Robbins Coutler (1991) in his book say that "strategy is not a matter of annual determination, strategy requires time and security to run smoothly. Success will occur because the strategy is carried out with consistency over time. While failure can occur because the strategy is changed.

According to Stephanie K. Marrus data Husein (2001) strategy is a process of determining the plans of top leaders who focus on the long-term goals of the organization along with the preparation of a way or effort how to achieve these goals.(Umar, 2001).

The principal as a leader is the key to school improvement or development. Improved teacher performance in learning can be achieved if the principal as a leader is able to spur teachers to improve their performance seriously and with high dedication to their duties. Teachers are one of the factors determining the high quality of education. The

success of education organizers is largely determined by the extent to which the readiness of teachers in preparing students through teaching and learning activities, however, the position of teachers to improve the quality of educational outcomes is strongly influenced by their professional teaching skills. (Susanto, 2016)

According to David, strategy can be defined as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. A leader in implementing a strategy must properly analyze the strengths possessed by the organization, weaknesses that may arise and must be exploited and threats that are expected to be faced. A leader must pay attention to the importance of operationalizing basic decisions. Which is made by taking into account the capabilities of the organization in the fields of budget, facilities, infrastructure and time, creating feedback as a powerful instrument for all parties involved in the implementation of the predetermined strategy to find out whether the target is exceeded, only just achieved or maybe not even achieved. All of this is needed as material and basis for making future decisions. (Anjani et al., 2019)

The COVID-19 pandemic has changed the system in all aspects of human life, especially changes in the field of education. The need to fulfill the right to education for students and efforts to prevent the spread of covid-19, forces schools or campuses to follow the changes in the learning system that have

been determined through government policies of face-to-face learning and implementing a distance learning system (pjj) or another term called online. For urban areas that already have adequate facilities and infrastructure to support the online learning system, it certainly has a positive impact because this online learning provides a new experience for educators and students. However, for areas living in remote areas with very limited internet access networks or for areas that lack supporting facilities and infrastructure, of course, there are many obstacles faced ranging from unpreparedness to carry out online learning, to children's psychological problems and economic burdens due to the impact of COVID-19. The impact of the COVID-19 pandemic on the sector has resulted in a decline in products produced. (Syukur et al., 2021)

Corona virus disease (covid-19) not only has a major impact in the health sector but also has an impact on various other fields of life, one of which is education. The sudden presence of covid-19 urges various elements in the world of education to adapt to the existing conditions. The conditions of the Covid-19 pandemic force every activity to be carried out from home. The slogans work from home and study from home have become so familiar today. This certainly has a considerable shock effect on various parties involved in the world of education. In general, education in Indonesia is carried out directly in the classroom (On-site) by meeting face to face, but finally it must change to online (Online) by

meeting the screen of a cellphone or laptop. with the covid 19 pandemic situation learning is done through online. (Septiadi et al., 2022)

Improving the quality of education is determined by many parties, including the government, the community, schools, parents and students themselves. School or teacher is one of the factors causing the low quality of education. If it is said that improving the quality of education starts from school, then of course teachers and schools as determining factors and players as well as screenwriters, must be able to empower the stage so that the audience is satisfied with their performance. Professional teachers are teachers who are able to teach and educate in order to become students who have good morals. (Elitasari, 2022)

Based on the results of observations made at Sambalagi Elementary School, the principal's strategy has been running quite well, although it is still not as effective as it used to be before the Covid-19 pandemic. This can be seen from various schools throughout the Bungku Pesisir area, but in addition, the principal of Sambalagi Elementary School is still striving for effective learning, one of which is by improving the quality of teaching staff at Sambalagi Elementary School, while the strategy used by the principal is to carry out quality improvement activities once every three months in a week and limit participants, which are attended by two educators (teachers). The quality of teaching staff is currently still not effective as expected, this can be seen from the performance of teachers

and students' understanding is still very lacking in terms of understanding the subjects that are followed when learning begins. For now, the 2021 student data at Sambalagi Elementary School totals 68 people, 36 males and 32 females. There are 8 teachers, 4 civil servants, 1 contract and 3 non-civil servants.

B. RESEARCH METHOD

The type of research used is qualitative descriptive research. This research was conducted at Sambalagi Elementary School, Bungku Pesisir District, Morowali, Central Sulawesi. The time of this research was conducted in August 2021-June 2022. Data collection techniques were carried out by means of observation, interviews, and documentation. Furthermore, the data was analyzed using informant collection techniques, data reduction, data presentation stage, and conclusion drawing and data verification stage.

C. RESULTS AND DISCUSSION

Research Results

Principal's Strategy in Improving the Quality of Educators During the Pandemic

Based on the researcher's observation, the principal's strategy at SDN Sambalagi has not been well organized because the Covid-19 pandemic has hampered all activities including the principal's strategy in improving the quality of teaching staff at SDN Sambalagi. Improving the quality of teaching staff is carried out once every three months in a week followed by two teaching staff (teachers) held at each school. In

addition, from the results of interviews conducted by researchers, it was found that the strategy of the principal of SDN Sambalagi is to hold training activities to improve the quality of teaching staff once every three (3) months, while the activities carried out in the training are mastering ICT, as well as delivering subject matter about character, basic concepts of the curriculum, Then on the third day, an empirical study is carried out through practice to implement the preparation of learning media learned in the form of skill development and independent practice which is then presented to be reviewed and given input by peers with a plenary discussion on the development of learning media. But it has been implemented, but improving the quality of teaching staff is very constrained and limited due to the covid-19 pandemic which makes these activities carried out once every three months. in the planning, the principal makes a decree for each teaching staff, carries out supervision every 3 months, and holds teaching and learning activities supervised by the principal by bringing learning tools such as lesson plans, annual programs, semester programs and syllabuses.

Quality of Educators

Based on the observations of researchers, the implementation of the principal of SDN Sambalagi is to hold training activities to improve the quality of teaching staff, while the activities carried out in the training are mastering ICT, besides that, the delivery of main material on character, basic concepts of curriculum, preparation of learning

scenarios and development of learning media and other supporting material which is also carried out with questions and answers and deepening of the material, then on the third day an empirical study is carried out through practice to implement the preparation of learning media learned in the form of skill development and independent practice which is then presented for review and input by peers with a plenary discussion about developing learning media. But it has been implemented, but improving the quality of teaching staff is very constrained and limited due to the covid-19 pandemic which makes these activities carried out in a semester (6 months) and supervision once every 3 months, in this implementation there must be regulations made by the principal at SDN Sambalagi regarding covid-19 has been implemented even though it is still not well implemented and less effective.

Principal's Policy on Covid-19 Pandemic in SDN Sambalagi

Based on researcher observations, the principal took a policy regarding the co-19 pandemic. This is in accordance with the results of interviews conducted by researchers who found that the principal's policy has been implemented properly so that the activity is still carried out even though it is not like previous years but still follows health protocols such as maintaining distance and avoiding crowds and learning from home, namely by visiting each student's home and also ordering students to take subject questions to be done in their respective homes without

gathering as usual. The principal's evaluation in improving the quality of teaching staff has been well implemented by holding supervision once every three months which is held in shifts in a week followed by two (2) teaching staff. the principal's policy at SDN Sambalagi regarding covid-19 has been implemented even though it is still not well implemented and less effective.

Discussion

The principal's strategy in improving the quality of teaching staff

A leader in implementing a strategy must properly analyze the strengths possessed by the organization, the weaknesses that may be inherent in it, the various opportunities that may arise and must be utilized and the threats that are expected to be faced. The school organization can run well if the principal can create a comfortable atmosphere in the work environment. (Aimang & Rahman, 2019) . A leader must pay attention to the importance of operational basic decisions made by calculating the organization's capabilities in the fields of budget, facilities, infrastructure and time, finally creating feedback as a powerful instrument for all parties seen in the implementation of the predetermined strategy to find out whether the target is exceeded, or only just achieved or maybe not even achieved, all of which are needed as material and basis for making future decisions.

In relation to quality improvement, the main function of leaders in improving quality is to empower teachers and give them broad

authority to improve learning for students. (Sallis, 2010) With the empowerment of teachers, the ability of teachers will increase so that it will have an impact on the ability of students which will automatically increase as well.

Quality is a measure of the good and bad of an object, condition, level, or degree (intelligence, intelligence, and so on). Strategy as the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals.(David, 2011). The implementation of the principal's strategy at SDN Sambalagi was carried out in training to improve the quality of teaching staff during the covid 19 pandemic, which was held once every three months in one week followed by two educators. For now, the covid-19 pandemic is very influential regarding the quality of teaching staff which is only carried out in quarterly (three months) so that the strategy carried out by the principal has not been maximized as expected.

A good strategy will be carried out well, as well as the principal in leading, influencing and providing guidance to educational personnel as subordinates so that educational and teaching goals can be achieved through a series of planned activities.

It can be concluded that the principal's strategy at SDN Sambalagi and the strategy theory are very different. Moreover, the strategies used still need to be better. So that the principal's strategy still needs to be improved properly.

Quality of Educators

Efforts to improve the quality of teaching staff (teachers) are also considered. Because basically there are still many problems related to the quality of teaching staff. It turns out that the quality of teaching staff is also one of the elements that determine the emergence of an outstanding generation. It can be said that the high and low quality of schools is also seen from the high and low quality of educators (teachers).

Professional educators (teachers) will produce quality processes and results in order to realize smart and competitive Indonesian humans, as mentioned in the National Education System Law (UU SIKKNAS) that responsibility needs to be emphasized and put forward because at this time many education graduates are smart and skilled but are not responsible for practicing their knowledge and skills so that they often cause problems for society. In this framework, the need for competency standards and certification of educators (teachers) in order to have professional educators (teachers) who have standards and licenses in accordance with the needs of the community.(Etisnawati, 2020), The quality of teaching staff is very much needed in education, in this case the quality of teaching staff at Sambalagi Elementary School still needs coaching, not only attending training for three months but also regular coaching from the principal so that the quality of teaching staff is further improved. Teacher professionalism can be improved through regular training.(Rakib et al., 2017)

It can be concluded that the quality of teaching staff (teachers) at Sambalagi primary school and the theory of the quality of teaching staff are very different. Moreover, the quality of teaching staff still needs to be improved with regular coaching from the school principal. So as to produce educators who are in accordance with the needs.

Principal's Policy on Covid-19 Pandemic

Policy is a basic plan in which there is foresight, intelligence, wisdom, wisdom, a series of concepts and principles in the application of a job based on a leadership provision based on a solid reason. The principal's policy is a decision by the principal taken very wisely so that the previously set goals or objectives can be achieved. So that in making a decision/policy it cannot be separated from leadership. School progress can also be determined by the principal's ability to carry out leadership functions in the school. (Aimang, 2012)

Decision-making in the form of principal policy is the main task of the principal as a leader to be one of the important elements in school management. Policy making is processed by decision making which results in a decision. The decision created will be able to cause activity or end activity. (Hasibuan, 2007), Thus, policy cannot be separated from leadership because leadership is the most important part of management. Without policy, there is no leadership so that management does not function. (Kholis, 2003), That the implementation of the principal's policy regarding the co-19 pandemic has been

implemented since the beginning of the co-19 pandemic in Indonesia which of course has an effect on all school institutions in Indonesia including at Sambalagi Elementary School, the policies taken by the principal and also involve school members such as the school committee, teachers and parents of students, namely by implementing health protocols, teaching from home to home, fostering quality improvement activities once every three months so that the policy can be implemented even though there are still many shortcomings in making this policy.

It can be concluded that the principal's policy at SDN Sambalagi and policy theory are very different. Moreover, the policies taken still need input. Therefore, the principal must be smart in making decisions so that the policies made can achieve the goals that have been set even though they are still not maximized.

D. CONCLUSION

Based on the results of research in the field that the author has carried out, it can be concluded that in the principal's strategy at SDN Sambalagi to improve the quality of teaching staff during the Covid-19 pandemic, quality improvement training activities were held in each school which were carried out once every three months in turns at each school. Two teaching staff participated in the week even though the activity was not as optimal as it was carried out in previous years. Regarding the current quality of teaching staff at SDN Sambalagi, it is still very poor in the

sense that they still need to take part in training such as workshops, training and various other trainings. Furthermore, the policy of the principal at SDN Sambalagi regarding the Covid-19 pandemic is to continue carrying out quality improvement activities by following health protocols such as maintaining distance, wearing masks, washing hands. This has been implemented well, although it is still not fully implemented

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