

## **Management Performance Improvement Strategy School at SMK Negeri 2 Kayuagung**

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**Abstract:** This study aims to describe strategies for improving school management performance at SMK Negeri 2 Kayuagung. Data collection tools using interviews, documentation, observation and literature review. Data analysis used descriptive qualitative analysis with research stages referring to Miles and Huberman's theory, namely data collection, data reduction, data presentation, drawing conclusions. The results of the study stated that the principal's strategy at SMK Negeri 2 Kayuagung in improving management performance through the planning sector, the organizing sector, the implementation sector and the supervision sector at SMK Negeri 2 Kayuagung. The obstacles faced in improving school management performance are in the implementation sector of improving the quality of learning and increasing teacher competence at SMK Negeri 2 Kayuagung. Solutions to some of the obstacles include 1) carrying out continuous coaching and training of teachers, supervising, evaluating and providing directions for improvement.

**Keywords:** Management, Performance, Strategy

### **A. Introduction**

Quality vocational education plays a very important role in the economic growth and progress of a country. The demand for quality improvement is a non-negotiable need for vocational education along with demands for an autonomous environment which has an impact on increasingly competitive school conditions, community needs and learning technology. In this dynamic environmental situation, educational strategic management must be able to create an organization that can provide satisfactory service to society in general and educational objects (students and parents) in particular (Hidayat, 2013).

Vocational High School (SMK) as an educational institution that produces graduates of skilled and educated workforce candidates is one that is highlighted by various groups and is considered necessary to improve its quality (Ali, 2013). To build quality and competitive vocational education, a strategy is needed as a long-term organizational plan to align its internal strengths and weaknesses with external opportunities and threats to maintain competitive advantage. The right strategy can

lead an organization or educational institution to success in achieving its goals and still have a competitive advantage (Dessel, 2010). As the results of research conducted by Hidayat (2013) stated that strategic management has a positive effect on school competitiveness.

In this regard, Usma (2012) says that improving the quality of management includes efforts to 1) control processes that take place in schools, both curricular and administrative, 2) involve a process of diagnosis, and 3) participation involves all parties, principals, teachers, financial staff, participants, students, parents and experts. Furthermore Usma (2012) states that quality improvement management has principles 1) quality improvement must be carried out in schools; 2) quality improvement can be carried out with good leadership; 3) quality improvement must be based on data and facts, both qualitative and quantitative; 4) quality improvement must become a resource and involve all elements in the school; and 5) quality improvement aims so that schools can provide satisfaction to students, parents and the community.

Thus, the performance of good school management will affect the improvement of the quality of institutions which are the main attraction for the community as users of educational services. Susilowati (2012) which states that extrinsic factors, namely the level of knowledge of parents about what kind of educational needs their children need, is the most dominant factor in choosing a destination school, where parents as part of the community have hopes, interests, and a sense of joy that can foster motivation of parents to send their children to school. In addition to maximizing existing resources, the factors that are parents' choices in choosing a school for their children must also be the concern of the school principal, in an effort to improve school management performance. Good cooperation can prepare the quality and competitiveness of Vocational Schools where in the global era and free competition, every school tries to win the competition. Vocational school principals are required to act creatively and innovatively in communicating school excellence to industry, so that the industry has the will to support vocational education programs. Therefore, school principals are required to have the ability to transform ideas and imagination as well as big desires into reality (Fitrah, 2017).

This research was conducted at SMK Negeri 2 Kayuagung. From the results of initial observations conducted by researchers on May 10 2022 at SMK Negeri 2 Kayuagung. The researcher found several indicators which stated that programs that support the performance of school management at SMK Negeri 2 Kayuagung have been going well. Efforts to improve school quality carried out by the principal of SMK Negeri 2 Kayuagung are formulated through a strategic plan that focuses on the school's vision, namely 1) Professional, Active, Creative, Competitive, Energetic and Independent at the regional, national and international levels; 2) conducting trainings involving

Dudika to continuously improve human resources (HR) in all sectors; 3) improving the quality of graduates through teacher and student apprenticeships at Dudika at the Regional, National and International levels; 4) increasing activities in the spiritual field with religious institutions.

Based on the researchers' initial findings regarding school competitiveness, it can be seen from the ability of teachers at SMK Negeri 2 Kayuagung to have sufficient competence both in terms of quality and quantity which greatly supports school management performance. In other matters, researchers see that SMK Negeri 2 Kayuagung makes other activity programs into images that make the school's reputation increase. The results of the researchers' initial findings that have been put forward cannot be used on a scientific basis and have not been able to describe the principal's strategy in improving school management performance. Therefore, based on the initial findings that have been stated above, researchers feel it is important to examine more deeply the Strategy for Improving School Management Performance at SMK Negeri 2 Kayuagung.

## **B. Methods**

This study used a quantitative approach with descriptive methods to see the partial effect between research variables. The research variables tested were Principal's leadership (X1); work environment (X2) on teacher's performance (Y). Hypothesis testing was also carried out together (simultaneously), the leadership of the school principal (X1) and the work environment (X2) on teacher's performance (Y). The research was conducted in 4 schools which were public high schools in Kayuagung District. The research sample consisted of 59 PNS and PPPK teachers from SMA Negeri 1 Kayuagung, SMA Negeri 2 Kayuagung, SMA Negeri 3 Kayuagung and SMA Negeri 4 Kayuagung. Data collection using questionnaires, documentation and interviews. Techniques for analyzing data are carried out by: 1) Description of data with descriptive statistics; 2) Analysis prerequisite test is carried out by normality, linearity, multicollinearity and heteroscedasticity tests; 3) Hypothesis testing. There are 3 hypotheses to be tested. The first and second hypotheses use simple linear regression and the third hypothesis uses multiple linear regression.

The research method used in this study is a qualitative method. According to Iskandar (2013) qualitative research is research that adheres to a naturalistic or phenomenological paradigm about what is understood by research subjects such as perceptual behavior, motivation, actions, etc., holistically, and by means of descriptions in the form of words and language, in a special natural context and by utilizing various scientific methods. Sujarweni (2014) what is meant by qualitative research is a type of research that produces findings that cannot be achieved using statistical procedures or other methods of quantification (measurement). But with the

burden of working methods or methods that are systematic, directed and accountable. The approach used in this study is a qualitative method with a descriptive design, namely research that gives a careful description of certain individuals or groups about the circumstances and symptoms that occur (Koentjaraningrat, 2013). In this study the researcher will explain the researcher's description of the strategy for improving school management performance at SMK Negeri 2 Kayuagung. The informants or key informants in this study were school principals, teachers at SMK Negeri 2 Kayuagung. Data collection techniques in this study used observation techniques, interviews and documentation studies.

### **C. Results and Discussion**

SMK Negeri 2 Kayuagung is a public school located in Ogan Komering Ilir District. Geographically it is located at Jln. Located in the middle of the capital city of Kayuagung District. Has 7 Competency Majors, namely Wood Craft Production Design, Ceramic Craft Production Design, Ceramic Craft Production Design, Audio Video Engineering, Light Vehicle Engineering, Motorcycle Engineering, and Office Management Automation.

SMK Negeri 2 Kayuagung has a vision of becoming an educational institution that produces professional, creative, independent, and quality middle-class workers at the regional, national and international levels. Meanwhile, the mission of SMK Negeri 2 Kayuagung is 1) Institutional professionalism which is carried out through training to improve human resources (HR) in all sectors continuously; 2) Improving the quality of graduates so they can compete at the regional, national and international levels. In general, the physical condition and school facilities are in very good condition. Furthermore, in carrying out the strategy for improving management performance at SMK Negeri 2 Kayuagung consisting of school planning performance, school organizational performance, implementation performance and supervisory performance at SMK Negeri 2 Kayuagung

#### **1. Strategy for Improving School Management Performance in the Planning Sector at SMK Negeri 2 Kayuagung**

The planning carried out by the school refers to efforts to connect the world of vocational education with the industrial world and relevant agencies to work with. Through this planning, the school seeks to create programs that can improve the output quality of SMK Negeri 2 Kayuagung. In improving planning performance, the school head forms a school quality improvement planning team. The school principal and quality planning team must conduct an in-depth analysis of the needs and expectations of stakeholders, such as students, teachers, parents and other external parties. The principal determines the goals and objectives of the school. The school

principal and quality planning team identify relevant and measurable performance indicators to monitor and evaluate achievement of goals and objectives in the form of student passing rates, student and teacher attendance rates, exam results, or student and parent satisfaction levels.

The school management performance improvement program is made collectively by the school principal assisted by a team formed by the school principal consisting of teachers who are deemed competent to help formulate the program. In the formulation process, the school principal and the team formed by the school principal outline what programs will be implemented later for the next year. Planning activities in the form of formulating school quality improvement programs by involving small meetings with teachers by forming a team tasked with assisting the school principal. The team is taken from teachers who are considered competent by the principal. Then the school principal issues a decree (SK) regarding the formulation program for improving the performance of SMK management. To plan a program to improve the performance of SMK management, it is carried out by examining the opportunities and advantages of schools as an initial analysis in planning school strategies to improve the quality of SMK. All school apparatus are involved in activities in accordance with the capabilities shared by the school principal.

## **2. Management Performance Improvement Strategy in the Resource Organizing Sector of SMK Negeri 2 Kayuagung.**

In achieving quality improvement, SMK Negeri 2 Kayuagung organizes existing human resources. Namely establishing an effective organizational structure with a clear division of tasks and responsibilities, allocating the right staff to positions according to their expertise and experience, providing training and continuous development to staff to improve competence and quality of teaching, encouraging cooperation and collaboration between staff in implementing the SMK quality improvement program. Apart from human resources, the principal of SMK Negeri 2 Kayuagung also organizes financial resources wisely to support the improvement of the quality of SMK. Furthermore, the principal also manages school facilities and resources, namely ensuring adequate facilities and infrastructure, such as comfortable classrooms, libraries, laboratories, workshops, and sports facilities. The principal of SMK Negeri 2 Kayuagung also organizes curriculum resources by developing curriculum that is relevant, competency-oriented, and in accordance with industrial developments and the world of work.

Through a strategy to improve management performance in the organizing sector at SMK Negeri 2 Kayuagung, the principal strives so that all resources, both human and other resources, can effectively support the implementation of the work program of SMK Negeri 2 Kayuagung to the maximum and have an impact on improving the

quality of SMK. Therefore it is necessary to increase the capacity of teachers and education staff at SMK Negeri 2 Kayuagung to provide proper training and development to SMK staff and teachers. This training may include understanding the concept of educational quality, using quality improvement tools and techniques, curriculum development, innovative teaching methods, and classroom management. Human resource capacity building will ensure that staff and teachers have the necessary knowledge and skills to carry out quality improvement effectively.

### **3. Strategy for Improving School Management Performance in the Implementation Sector at SMK Negeri 2 Kayuagung**

Every activity carried out by SMK Negeri 2 Kayuagung, parents are expected to know all school activities through school media. This is so that parents can participate in the success of the school program. The school also involves all teaching and educational staff in the success of the quality and competitiveness improvement program at SMK Negeri 2 Kayuagung. Based on the results of interviews with the principal, all teachers and education staff are involved in school activities which are proven where. SMK Negeri 2 Kayuagung has become a school with LSP P1 standards from BNSP. Then as a follow-up to Student Work Results, SMK Negeri 2 Kayuagung has its own Digital Market, namely <http://www.technopark.sma-negeri2kayuagung.sch.id/> and in fulfillment as a follow-up to an IT-based school SMK Negeri 2 Kayuagung has implemented an Android-based exam system.

The school's strategy in improving quality related to educational input at SMK Negeri 2 Kayuagung always pays attention to the management process, this input management emphasizes the values that are superior to the institution, namely the implementation of character values. Furthermore, SMK Negeri 2 Kayuagung always improves academic qualifications, workshops, and education and training to improve competence in a sustainable manner. The results of interviews with school principals stated that the assessment and evaluation that we carried out used the Permendiknas related to 8 SNPs, especially evaluations from the education office through accreditation, evaluation every semester, midterm tests, daily tests and evaluations. Furthermore, to find out how far the school's goals are being promoted which can be measured through evaluation and assessment, the principal conducts socialization through performance and evaluation meetings with teachers and employees, conveys and motivates students through activities at SMK Negeri 2 Kayuagung, meetings with student parents, where schools are open to receiving suggestions and input.

Based on the results of data collection carried out by researchers, it can be stated that in order to improve quality at SMK Negeri 2 Kayuagung, the principal develops a vision that can become a guide in managing and leading schools, in particular, can direct activities to improve the quality of learning. Based on the results of interviews

with principals and teachers of SMK Negeri 2 Kayuagung they stated that through the vision and mission of SMK Negeri 2 Kayuagung, the school runs a school quality improvement program. guidelines and guides for every decision taken by the school in formulating goals to be achieved within the allotted time. Formulate a planning program for improving learning quality standards. In planning to increase teacher competence, it is included in the HR improvement program at SMK Negeri 2 Kayuagung which schedules several activities including increasing the ability of Apprentice Teachers, Improving Class Management, the Independent Curriculum development program, classroom action research for teachers at SMK Negeri 2 Kayuagung, monitoring, supervision, evaluation, reports and follow-up.

#### **4. Strategy for Improving School Management Performance in the Supervision Sector at SMK Negeri 2 Kayuagung.**

Based on the results of data collection, it can be stated that improving the quality of the implementation of the supervision program at SMK Negeri 2 Kayuagung is very important to be implemented so that the principal can ensure that the program is implemented effectively and achieves the goals set. The school principal supervises performance indicators and standard performance. covers aspects relevant to quality improvement objectives, such as student academic achievement, graduation rates, student and teacher attendance, and student and parent satisfaction. Then carry out monitoring activities and the process of implementing the school work program. In order for the supervision process to run effectively, the principal of SMK Negeri 2 Kayuagung involves school stakeholders such as students, parents and outsiders, in the quality improvement monitoring program. It is hoped that by carrying out careful and systematic supervision of the implementation of the SMK quality improvement program, school principals can identify interests, take corrective action, and ensure that the program runs effectively to achieve the desired quality improvement objectives.

From the results of the data research above, it can be stated that the principal's strategy at SMK Negeri 2 Kayuagung in improving school management performance is 1) improving management performance in the planning sector; 2) improving management performance in the organizing sector; 3) improve management performance in the implementation sector; 4) improve management performance in the supervision sector at SMK Negeri 2 Kayuagung. The strategy used by the school principal as an effort to improve quality through management performance refers to education quality standards, including improving the quality of human resources, fulfilling facilities and infrastructure, and implementing learning quality improvement. The impact of the strategy carried out by the principal on school competitiveness can be seen from the increase in student achievement, both academic and non-academic achievements. Meanwhile, public interest in schools is increasing

because of their effective performance in addition to good buildings and facilities, professional teachers and quality education.

In this case, the quality improvement strategy through improving school management performance at SMK Negeri 2 Kayuagung can be analyzed in several ways. The formulation of a quality improvement strategy at SMK Negeri 2 Kayuagung consists of several stages, namely: first, an analysis of the Internal and External Environment. Second, the results of the external environment analysis are a number of opportunities that must be exploited and threats that must be prevented or avoided. Third, while the analysis of the internal environment consists of determining realistic perceptions of all the strengths and weaknesses of SMK Negeri 2 Kayuagung. Therefore, this school must take advantage of its strengths optimally and strive to overcome its weaknesses in order to avoid losing both time and budget. Specifically, increasing teacher competence is carried out by 1) implementing coaching at SMK Negeri 2 Kayuagung is by providing continuous coaching to increase the experience and knowledge of teachers; 2) supervising teachers as well as evaluating and providing directions for improvement. Provide training and assignments to improve competency; 3) Assignments in various activities both at school and outside of school provide opportunities for teachers to interact and communicate with many parties; and 4) self-development activities carried out through sending training participants, workshops, outreach and training on an ongoing basis.

In accordance with the results of research from Hambali & Luthfi (2017) with the results of this study showing that (1) planning for increasing teacher competence through needs analysis, analysis of educator abilities, (2) Departmental level school self-evaluation (EDS), and, (3) determination teacher competency improvement programs and schedules at the central/school level. Teacher competency development is carried out through education and training (Diklat), on the job training, and Subject Teacher Consultations (MGMP) as a forum for sharing new knowledge and information related to the teaching profession. Then the results of this study are supported by the results of research conducted by Sianturi, et. al., (2020) which states that the principal's strategy in developing professional competence is that teachers are assigned to participate in education & training, both those carried out by the school itself and by other educational institutions. Then the teacher is asked to train and develop himself related to his work or position such as discipline, discussion and motivation. In addition, the principal also completes school infrastructure.

The strategy for improving the quality of SMK Negeri 2 Kayuagung is very important for the implementation of the strategy. The efforts to improve the performance of the SMK management were not prepared based on the personal will of the school principal alone, but rather on the common will of all school members in

accommodating public needs based on objective, scientific and systematic principles. The goal is to create a school management system and strategy that is sure and sure to be able to improve competitive and profitable quality. After obtaining an overview of the internal and external environment it faces, SMK Negeri 2 Kayuagung knows the basic conditions of its institution. So, in determining strategies and efforts, it is necessary to pay attention to various things, including the capabilities of human resources (such as teachers, principals and staff) and budgets. The steps for formulating a strategy in school management start with establishing the complete vision and mission of the school by involving the community and school stakeholders, conducting school assessments to respond to changes, and setting the direction and goals of the school in order to achieve the predetermined goals and targets.

Based on the description above, it can be seen that in addition to the school's efforts to continue to improve the quality and competitiveness of its education, the school also continues to strive to maintain every achievement it has achieved. Therefore, in this study it was found that the efforts of the principal of SMK Negeri 2 Kayuagung in improving the performance of SMK management, ultimately resulted in six school resources that have high carrying capacity which have been proven to provide success for schools in carrying out efforts to improve school quality and competitiveness, namely : there are continuous efforts to increase the professionalism of the workforce consisting of teachers and employees, improve school management and administration with strong and visionary leadership as well as solid team work, increase the availability of learning resources, increase the success of implementing the curriculum, increase the availability of procurement and maintenance of infrastructure, and increasing school accountability. In this case the school principal's leadership has a decisive role as a force in gathering and mobilizing all resources in collaboration with the wider education community, as well as to obtain various informational support from various institutions and political support from all levels of the education apparatus (Wahjosumidjo, 2013).

The influence of the community on the school as a social institution is felt very strongly, and also affects the individuals in the school environment. The results of the research show how important and necessary the school program is to always appreciate the cooperative relationship between the school and the community. A complex society, which consists of small groups with its collective characteristics, where the school is located, sometimes the school policy, such as; goals, objectives, curriculum, programs and so on. Therefore, it needs to be seriously considered, in improving and considering the cooperative relationship between schools and the community, namely by involving parents, and the community and the issues that arise and how to resolve these issues.

In an effort to improve the quality of education through the performance of school management, it is carried out by improving the quality of teachers and the process of reforming the education administration. Improving teacher quality should be a top priority, both in determining policy and in implementing it. Among them is by establishing a teacher network, both in the same school, one field of study, or across fields of study that establish communication (hold regular meetings) with each other or the MGMP. So, with these activities teachers can be proactive to find ways to develop themselves as professionals. Renewal in the field of education administration is the application of new and creative methods in selection, active, innovative, effective, organization and use of human and material resources, which are expected to improve the quality of the educational management process and its results in a more efficient and efficient manner. competitiveness (Danim, 2012).

#### **D. Conclusion**

From the results of research and discussion, it can be concluded as follows: the strategy of the principal of SMK Negeri 2 Kayuagung in improving school management performance is 1) improving management performance in the planning sector; 2) improving management performance in the organizing sector; 3) improve management performance in the implementation sector; 4) improve management performance in the supervision sector at SMK Negeri 2 Kayuagung. The obstacles faced in improving school management performance are in the implementation sector for improving management performance at SMK Negeri 2 Kayuagung. especially in an effort to improve the quality of learning and increase teacher competence at SMK Negeri 2 Kayuagung. Solutions to some of the obstacles faced by SMK Negeri 2 Kayuagung include 1) implementing continuous teacher competency development; 2) supervising, evaluating and providing directions for improvement; 3) Providing training to teachers through capacity building activities carried out by sending participants to training and workshops and training.

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