

IMPLEMENTATION OF SCHOOL PRINCIPAL MANAGEMENT IN IMPROVING THE PERFORMANCE OF EDUCATORS AND EDUCATION PERSONNEL AT SDN 9 MUARA KELANTAN, SIAK REGENCY

Sudirman Sudirman¹, Nurfaishal Nurfaishal², Adolf Bastian³

- 1 Lancang Kuning University; sudirmanperawang123@gmail.com
- 2 Lancang Kuning University; nurfaisalfaisal11@gmail.com
- 3 Lancang Kuning University; abtambusai@yahoo.com

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ABSTRACT

Implementation of School Principal Management in Improving the Performance of Educators and Education Personnel at SDN 9 Muara Kelantan, Siak Regency This study aims to analyze the implementation of school principal management in improving the performance of educators and education personnel at SDN 9 Muara Kelantan, Siak Regency. The performance of educators and education personnel in a school depends on how the school principal manages various aspects, from human resource management, educational planning, to evaluation and supervision. Therefore, the principal plays an essential role in creating a conducive environment for improving the quality of education and the performance of teachers. This research uses a qualitative approach with descriptive research design. The data collection techniques used are observation, interviews, and document review. The informants in this study consisted of the school principal, teachers, administrative staff, and parents of students at SDN 9 Muara Kelantan. The collected data were analyzed using qualitative data analysis techniques with source and method triangulation to ensure the validity of the findings. The results of the study show that the implementation of school principal management at SDN 9 Muara Kelantan has been running well, although there are still some challenges, especially in terms of facilities and professional training for educators. The school principal plays a significant role in improving the performance of educators by conducting thorough planning, providing constructive feedback, and ensuring good communication among all education personnel. However, the lack of optimal professional development and limited facilities remain obstacles to achieving the goal of improving the quality of education. This research provides important implications for educational leadership theories and school-based management, as well as offering recommendations for school principals and education managers to strengthen educator professional development programs, improve human resource management, and collaborate with various parties to improve school facilities.



Corresponding Author:

Sudirman Sudirman
Lancang Kuning University; sudirmanperawang123@gmail.com

1. INTRODUCTION

Education is an important factor in the development of a nation. One of the main elements in the education system is the existence of quality schools. At the primary level, schools play a strategic role in shaping young generations who are intelligent, have good morals, and are ready to compete in the future. As institutions that have a central role in shaping children's character and knowledge, the performance of educators and education staff (PTK) greatly affects the success of education itself. School principal management is a key factor that influences the quality of performance of educators and education staff at schools. As leaders, principals have a very important role in planning, organizing, directing, and supervising the educational process at school. In addition, principals are also responsible for creating a conducive atmosphere for educators and education staff to work effectively.

One of the main challenges is how principals can manage human resources, especially educators and education staff, efficiently and effectively. SDN 9 Muara Kelantan is one of the primary schools in the area that faces challenges in improving the quality of education. In recent years, despite various improvement efforts, the performance of educators and education staff at SDN 9 Muara Kelantan still needs to be enhanced. Therefore, effective implementation of school principal management is highly needed to encourage the improvement of their performance, which ultimately will impact the quality of education at the school.

Based on this, this study aims to explore and analyze the implementation of school principal management in improving the performance of educators and education staff at SDN 9 Muara Kelantan. This research will examine how the principal applies management in various aspects, such as planning, organizing, directing, and supervising, as well as its impact on the performance of educators and education staff.

School principal management is a process that involves planning, organizing, directing, and supervising all activities at the school to achieve predetermined educational goals. According to Koontz and O'Donnell (1976), management is a process of planning, organizing, directing, and controlling human resources and other resources to achieve established objectives. In the context of education, school principal management not only focuses on administrative aspects but also on managing human resources, namely educators and education staff.

The performance of educators and education staff refers to the level of achievement of tasks and responsibilities assigned to them in carrying out educational functions at school. Good performance can be seen from the achievement of educational standards, competency improvement, discipline, and participation in school activities. Educators and education staff with good performance will positively contribute to student development and the overall quality of education.

2. METHODS

This study uses a qualitative descriptive approach. The qualitative approach is chosen because this research aims to deeply understand and describe the phenomena related to the implementation of school principal management in improving the performance of educators and education staff at SDN 9 Muara Kelantan, Siak Regency. With a qualitative approach, the researcher can explore various aspects related to the managerial practices of the principal and the responses of educators and education staff to the policies and strategies applied. This research is also descriptive because it aims to portray the situation, events, or phenomena occurring, as well as to analyze the influence of the implementation of school principal management on improving the performance of educators and education staff. The focus of this

study is to obtain a clear picture of the factors supporting or hindering the process of improving educational performance at the school.

This research is conducted through observation, in-depth interviews, and document analysis, which will provide richer and more detailed data on how the principal applies management and how it influences the performance of educators and education staff at SDN 9 Muara Kelantan.

2.1. Research Location and Time

This research was conducted at SDN 9 Muara Kelantan, located in Siak Regency, Riau Province. The selection of this location is based on the importance of the school in the context of research on the implementation of school principal management and its influence on the performance of educators and education staff. SDN 9 Muara Kelantan was chosen as the research object because it has certain characteristics and challenges relevant to the focus of this research.

The research was carried out from February to April 2025, considering there was sufficient time to conduct direct observations, interviews with the principal, educators, and education staff, as well as to collect data through relevant document analysis. The timing of the research was chosen to ensure the availability of accurate information regarding the implementation of school principal management during a period that was not too rushed, so that the data obtained could provide a clear picture of the phenomenon being analyzed.

2.2. Research Subjects

The subjects of this research are the principal, educators, and education staff at SDN 9 Muara Kelantan, Siak Regency. The selection of these subjects is based on their crucial role in the implementation of the principal's management and its impact on the school's educational performance.

1. Principal

The principal is the main subject of this study as he/she holds the primary responsibility for managing all operational and managerial aspects of the school. The principal involved in this study will be interviewed to explore information related to managerial strategies applied to improve the performance of educators and education staff.

2. Educators

Educators refer to the teachers who teach at SDN 9 Muara Kelantan. They are subjects because they are directly involved in teaching and learning activities. The researcher will select a number of teachers purposively based on certain criteria, such as seniority and subjects taught, to obtain a more diverse perspective on the impact of the principal's management implementation on their performance.

3. Education Staff

Education staff at SDN 9 Muara Kelantan consist of administrative staff and other personnel who support the smooth running of educational processes at the school. Although their role is not directly involved in the teaching process, education staff also contribute to supporting the implementation of managerial policies by the principal. Some education staff will be interviewed to gain their perspective on the principal's management and its impact on the overall school performance.

The subjects were selected considering that they have relevant knowledge and experience related to the implementation of the principal's management as well as educational performance at SDN 9 Muara Kelantan. By involving subjects from various backgrounds,

the study is expected to provide a more comprehensive picture of the influence of the principal's management on the performance of educators and education staff.

3. FINDINGS AND DISCUSSION

How the school principal management improves the performance of educators and education staff at SD Negeri 9 Muara Kelantan, Siak Regency will be answered through the data analysis presented by the author. In this study, the researcher uses qualitative data; the data displayed is narrative and elaborated in the form of questions given by the researcher during interviews conducted from January 15, 2025, to February 17, 2025.

During the interviews conducted by the researcher, questions were addressed separately to the principal, supervisors, senior educators (teachers), and education staff. The results of all interviews, including questions and answers from each respondent along with their analysis, are presented in descriptive form.

Below, the researcher presents the results of interviews with the principal, supervisors, senior teachers, and education staff regarding the improvement of the performance of education staff implemented by the principal, referring to the theory discussed in the previous chapter as follows:

How is the Performance of Education Staff at SD Negeri 9 Muara Kelantan, Siak Regency?

The researcher conducted interviews with the principal, supervisors, senior educators (teachers), and education staff concerning the improvement of the education staff's performance as follows:

Discipline Development of Education Staff

In terms of discipline, the performance development of education staff carried out by the principal of SD Negeri 9 Muara Kelantan, Siak Regency, involves frequent supervision and reminding educators and education staff to come to school and perform their duties on time. This is based on a question posed to the principal of SD Negeri 9 Muara Kelantan during the interview as follows:

"Have you, Mrs. Syafrilla, S.Pd, ever conducted discipline development and performance improvement for the education staff at SD Negeri 9 Muara Kelantan, Siak Regency?"

"Yes, regarding teacher discipline, the first is attendance. We have attendance for check-in and check-out because attendance is checked daily. If a teacher is absent, they must request permission through a letter or WhatsApp. Since the distance is an obstacle, permission via WhatsApp is allowed because it is not permitted to be absent without the principal's knowledge. In addition, classroom supervision and learning tools such as syllabus and attendance are checked every three months during classroom supervision." (Interview, January 15, 2025, with the Principal of SD Negeri 9 Muara Kelantan).

4. CONCLUSION

Based on the research results at SD Negeri 9 Muara Kelantan, Siak Regency, the researcher can draw several conclusions as follows: The performance of education staff at SD Negeri 9 Muara Kelantan, Siak Regency is less than satisfactory, as evidenced by the discipline development of education staff, the service provided by education staff, and the speed and accuracy of work. This is particularly seen in the services provided by the administrative staff, which show poor performance. The school principal's management in improving the performance of education staff at SD Negeri 9 Muara Kelantan, Siak Regency, is considered good. This can be seen from the supervision, control, motivation, and provision

of rewards. Although the reward system has not yet been implemented, it is planned to be carried out next month.

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