



Supervision of the School Principle in Improving the Performance of High School Teachers in Bandar Lampung

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Abstract

The principal is responsible for the successful implementation of education by carrying out school administration with all of its substance, besides that the principal is responsible for the quality of existing resources so that they are able to carry out their duties in accordance with their respective duties and functions. Therefore, the purpose of this research is to 1) find out the initial preparation, planning, implementation, and evaluation of supervision by the principal in improving the performance of high school teachers in Bandar Lampung; and 2) Knowing the obstacles and solutions to the implementation of high school teacher supervision in Bandar Lampung. This research is a field research with a qualitative approach. The research was conducted at SMAN 2 Bandar Lampung and SMA Al-Azhar 3 Bandar Lampung. The principal acts as research informant, while the vice principal, teachers and staff act as research subjects. Data collection techniques using interviews, observation, and documentation. The data analysis process is based on the Miles & Hubberman model with 4 stages, namely Data Collection, Data Reduction, Data Presentation, and Conclusion Drawing. Data verification uses source triangulation and methodological triangulation techniques. Based on the results of the research, the clinical supervision program at SMAN 2 Bandar Lampung and SMA Al-Azhar 3 Bandar Lampung has been implemented properly, the principal has made plans, compiled programs and implemented clinical supervision programs. The program planned by the school principal in carrying out clinical supervision is weekly, monthly and semesterly.

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INTRODUCTION

Since birth, there has been growth and development of human existence. Growth is the biological, anatomical and physiological changes in humans, while development is the psychological and motoric changes in humans (Hidayati, 2017). The potential for human development exists because we are rational beings (Abidin, 2018; Akbar, 2015; Amin, 2021). The dynamic nature of human development, which shows that it

continues to occur continuously in humans, is visible in its nature. Except for change itself, nothing remains unchanged. One of human development based on education. We must understand that the core of nation building through education is human development itself as a means as well as a goal (Prasetyo, 2018).

Through education, humans hope that human values are not only inherited but internalized personality values (Hidayat et al., 2018). A person's personality is formed from the

internalization of various virtues that are believed and used as the basis for perspective, thinking, behaving, and acting(Chandra, 2020). Human values guide humans to live side by side with other people(Izza et al., 2021).

Educational efforts through the internalization of human values lead to humanizing humans(Abi, 2017; Dewi, 2019; Ekasari, 2013; Fajriah & Murtadho, 2021). It has been explained that the goal of national education is to develop the potential of students to become human beings who believe in and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent, and become citizens of a democratic and responsible state(Hendriana & Jacobus, 2017; Omeri, 2015; Pasaribu, 2017; Wahono, 2018).

In this modern era, competition for education is increasing and various strategies are carried out to attract the attention of the public or enthusiasts(Khair, 2021), in this case external stakeholders to be interested in educational institutions(Hardiansyah & Wibawa, 2020). The problem of education has always been an interesting topic of conversation among the wider community(Pradana et al., 2022). Institutions To be able to attract the attention of the public, institutions are always trying to improve the quality of education that can be offered to customers or the public(Rahman, 2020).

Quality improvement competition is an interesting concept because of the increasing interest in the world of education. It is fortunate for Indonesia to change and determine alternative educational strategies in the current reform era(Ibrohim, 2018). Therefore, leaders must be able to socialize so that the program can be heard and realized in front of customers(Hasyim, 2022). Leaders are required to have five competency dimensions, namely, personality, managerial,

entrepreneurship, supervision and social relations(Fitriani, 2019).

Efforts to improve the education system and school system to improve the quality of teaching and learning are currently being carried out intensively. Various parties who care about the progress of education move with various methods and ways to achieve this goal. Starting from improving school facilities and infrastructure, educational facilities, developing innovative learning methods and strategies, developing curricula, to improving the quality of teacher professionalism and welfare(Purwono, 2018).

Improving human resources in the world of education is the role of a teacher being the main key(Saifullah, 2020). Through teachers, education is implemented in a micro context(Rai, 2016). This means that the quality of education and learning outcomes will depend to a large extent on the quality of the teachers involved(Bararah, 2017). Teachers should carry out their duties professionally and be based on transcendent values that can inspire the educational process towards ideal and meaningful conditions for the happiness of the lives of students, teachers and society as a whole(Susanti, 2020).

Based on the description above, the purpose of this research is to 1) Know the initial preparation, planning, implementation, and evaluation of supervision by the principal in improving the performance of high school teachers in Bandar Lampung; and 2) Knowing the obstacles and solutions to the implementation of high school teacher supervision in Bandar Lampung.

RESEARCH METHODS

This research is a field research with a qualitative approach. Research informants, subjects, and research documents are the main research data sources. The principal acts as research

informant, while the vice principal, teachers and staff act as research subjects. On the other hand, relevant research documents are records of the principal's clinical supervision in improving the quality of high school teachers in Bandar Lampung, including pictures or other materials that can be used as research supports. The research was conducted at SMAN 2 Bandar Lampung and SMA Al-Azhar 3 Bandar Lampung.

Interview, observation, and documentation methods were used in data collection techniques in this study. Semi-structured interviews and unstructured interviews were used in this study. Teacher performance before the principal's supervision, preparation and application of supervision, and teacher performance after supervision are the information extracted using this method.

The data analysis process is based on the Miles & Huberman model with 4 stages, namely Data Collection, Data Reduction, Data Presentation, and Conclusion Drawing. Verification of the correctness of the data is carried out to ensure that the data being analyzed is correct. Data triangulation techniques are used to verify that the data is correct and accurate with the source triangulation method and methodological triangulation.

RESULTS AND DISCUSSION

The results of this research analysis are focused on efforts to evaluate research exposure to uncover research findings determined by this research topic. Decisions that can be put forward regarding the supervision of school principals in improving teacher performance are based on the research explanation above.

Overview of Teacher Performance Prior to Implementation of Principal Supervision

Overview of Teacher Performance Before Implementation of Clinical Supervision at SMAN 2 Bandar Lampung

Based on the results of interviews with the principal and deputy head of the curriculum section, it was concluded that there were 62 teachers working in this school with 2 teachers showing lower performance. As a result, the school principal needs to carry out clinical supervision of the 2 teachers.

Overview of Teacher Performance Before Implementation of Clinical Supervision at SMA Al-Azhar 3 Bandar Lampung

Based on the results of interviews with the principal and deputy principal of the curriculum section, it can be seen an overview of the performance of teachers at SMA Al-Azhar 3 Bandar Lampung from the 73 teachers who work there. So from the data above, there are 3 teachers who have less performance, so these 3 teachers need clinical supervision from the school principal.

Principal Clinical Supervision Planning

Planning for Clinical Supervision at SMAN 2 Bandar Lampung

From the research results, the researcher can conclude that to make quality supervision activities and enable teachers to improve their performance in teaching requires good management to manage these activities, this management starts with a good plan. So the principal in carrying out clinical supervision can improve teacher performance.

First, the school principal plans in advance, in which the plan is adjusted to the teacher's needs in improving teacher performance. Second, the implementation in which school principals involve teachers in training, workshops, and other studies in order to improve teacher performance both in training held by school principals and from outside schools. Third, the program planned by

the school principal is weekly, monthly and semester.

Planning for Clinical Supervision at SMA Al-Azhar 3 Bandar Lampung

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Implementation of Principal Clinical Supervision

Implementation of Clinical Supervision at SMAN 2 Bandar Lampung

Based on the results of the research, it can be seen that the implementation of supervision has a positive impact and most of the teachers in this school can be coached, although some are also a little difficult to coach, so of course there must also be changes in carrying out learning activities properly such as using the Lesson Implementation Plan and These teachers also increasingly understand their duties as professional teachers.

Implementation of Clinical Supervision at SMA Al-Azhar 3 Bandar Lampung

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Teacher Performance After Implementation of Principal's Clinical Supervision

Teacher Performance After Implementation of Principal Clinical Supervision at SMAN 2 Bandar Lampung

The school principal, who plays an important role in school management, along with curriculum representatives and several senior teachers have made plans and implemented to overcome the teacher's lack of performance by carrying out clinical supervision. Based on the results of these activities, the principal said that the teacher who was clinically supervised was very enthusiastic in carrying it out, this was because prior to implementation harmony had been built between the supervisor and the teacher first. So when the implementation goes well. The performance results they obtained after clinical supervision received a good predicate.

Only competent teachers are able to manage their classes so that student learning outcomes are at an optimal level. With the responsibility and role of the teacher being so great, it is very necessary to have guidance on the ability to teach teachers so that teaching objectives can be achieved optimally.

Teacher Performance After Implementation of Principal Clinical Supervision at SMA Al-Azhar 3 Bandar Lampung

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Obstacles and Solutions to Clinical Supervision Activities Conducted by Principals

Obstacles and Solutions to Clinical Supervision Activities Conducted by the Principal of SMAN 2 Bandar Lampung

Constraints found at SMAN 2 Bandar Lampung in carrying out supervision activities, namely time, infrastructure, and teachers' lack of mastery of learning media and teaching methods that do not innovate so that students become bored. So for the principal to provide a solution by holding a teacher council meeting. Implementation of school regulations, trying to complete the facilities and infrastructure and develop human resources in the school.

Obstacles and Solutions to Clinical Supervision Activities Conducted by the Principal of SMA Al-Azhar 3 Bandar Lampung

The constraints found at the Al-Azhar 3 Bandar Lampung High School in carrying out supervision activities were time, infrastructure, and the teacher's lack of mastery of learning media. So for the

principal to provide a solution by holding a teacher council meeting. Implementation of school regulations, trying to complete the facilities and infrastructure and develop human resources in the school.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the study, it can be concluded that the planning of the clinical supervision program at SMAN 2 Bandar Lampung and SMA Al-Azhar 3 Bandar Lampung has been carried out properly, the principal has made plans, compiled programs and implemented clinical supervision programs. In this plan the school principal involved the vice principal of the curriculum section and several senior teachers in this school. The program planned by the school principal in carrying out clinical supervision is weekly, monthly and semesterly.

Clinical supervision that has been carried out by school principals at SMAN 2 Bandar Lampung and SMA Al-Azhar 3 Bandar Lampung is very beneficial to teachers, so that teachers know their weaknesses and shortcomings in carrying out their duties as professional educators. At the implementation stage, the principal's clinical supervision has been carried out well. The output produced in this supervision activity is experiencing a significant increase from the performance criterion of not being good.

From the conclusions above, it is suggested to supervisors that they should look back at the learning process carried out by teachers who have been clinically supervised, whether the teacher has improved their teaching methods on an ongoing basis or not. In addition, if there is a deficiency in teaching skills, the teacher should ask for help from the principal or senior teachers in the school to provide suggestions so that these deficiencies can be corrected so as to improve teaching performance.

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