

MANAGERIAL CREATIVITY OF SCHOOL PRINCIPALS IN IMPROVING THE QUALITY OF EDUCATION

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Abstract

The purpose of this research is to find out how the managerial form of the principal and the factors that hinder or support in improving the quality of education in schools Roudlotussalam Watukebo Blimbingsari Banyuwangi. This type of research is qualitative research. Data collection techniques by observation, interview and documentation. Data obtained during research is analyzed with data reduction steps, data servicing, and conclusion drawing. The results of the research are: to hold monthly meetings, supervise teacher activities, motivate late teachers in their work, activate all extra curricula, apply Olympic or religious racing events to attract environmental interest, enhance teacher performance, Improving teacher competences. In the education molecule produced at Roudlotussalam Watukebo Blimbingsari Banyuwangi from participants by improving the quality of graduated learning and providing extracurricular activities and giving educated participants the opportunity to follow race. Whereas for the impediment to the mutually reinforcing SMP Roudlotussalam is: the condition of the school that is in the foundation, where the foundation always backs its desire for technological advances in schools and teachers' advances, lacking support facilities, It often hampers funding for school activities.

Keyword: *Managing Creativity, Educational quality*

A. Introduction

Quality in education basically has an important part in the educational process, because These qualities will basically make superior A output. In realize quality (quality) education requires a lot of hard work from every educational institution. No only superior in output, but also in educational outcomes. (Sallis, 2006:1) says that quality is an important part of everything agenda in the organization and improving quality may be a task that most important Which faced by any organization.

Quality education will formed if in maintenance education can be implemented effectively and well. It is intended to get output Which Good in accordance with ambition education national (National Education) .Effectiveness of implementation education will produce good quality

education and in accordance with the expectations of society and the nation if the vision, mission and goals of system learning Which held school environment good too.

The ideals of national education are contained in the National Education System Law (Education National) chapter 3 Act No. 20 Year 2003 Which in the objective The education statement reads: "The goal of National Education is development the potential of students to become human beings who believe and are devoted to Lord Which Maha One, moral glorious, Healthy, knowledgeable, competent, creative, independent, And become a citizen Which democratic as well as responsible answer".

Based on matter the means curriculum school expected capable lead students to achieve the expected goals. Whereas to achieve a National Education Goal, it will not reach that direction without being supported by the leadership of the madrasa head in improving the institution education Islam which effective and quality.

Kapala school is official professional highest Which called as a manager in a school institution because the principal has character managerial always organizes the school, the task is to manage all the resources school (SDS) And cooperate with power education. Leadership (principal) managerial head school according to (Mulyasa, 2004:182) is Wrongone factor that can encourage schools to be able to realize their mission, vision and school targets through programs implemented in a planned manner and gradually.

Furthermore (Mulyadi, 2010:71) says in his book that in effort enhancement quality education will always try For increasethe quality of graduates is something that is impossible if education or schools can produce quality graduates, but not through the educational process Which quality. Quality education own character universal (comprehensive), concerns all components/elements of educational activities and their implementation

called as total quality (total quality).

The school principal (principal) must always understand the culture of the institution education in every circumstances especially institution Which sued For Keep going develop. Without realized nor No For advance institution theneeded structure And leadership Which Good. In Change culture A good culture must start with the leadership of the principal (principal). Head Schools must try to develop their leadership based on discussion with para teachers council, power education And para holder policy, besides That head school And elements Which other must each other understanding and caring for each other. Just like they gave it a chance to convey his views regarding the school's culture currently exists, especially regarding the leadership of school principals, institutional structure (organization), norms and values, satisfaction with service, satisfaction in classroom management and school productivity. This is important because because For interest together inside advance institution education (school).

According to Wahjosumijo in study science that Head school has an important role in driving school life achieve its goal. There are two things you need to pay attention to, first, the school principal acts as a central force that is the driving force of life schools, and secondly, school principals must understand their duties and functions for the sake of school success and care for its staff and students. (Wahjosumidjo, 2011:82).

Furthermore between Teacher And head school must have professionalism and being able to understand the environment of the school institution together The same . By working together well, every problem can be solved faced or will be faced can be solved. In addition to m improving quality/quality of education requires an effective and efficient strategy without having to expensive. Moreover, the aim of realizing quality education is needed HR (human Resources) Which Good (output which quality).

Based on the results of observations by researchers in the field, it shows that the ability of educational managers at Roudlotussalam Watukebo Blimbingsari Middle School Banyuwangi maximizes in improving the quality of education that refers to it in SPN number 57 of 2021 such as process standards, infrastructure, standard management and students. One of the duties of the principal (school principal) is become a manager, Which where Wrong One task manager is increase quality/quality education in institution/school, Then location This is worth studying because there are several ways to manage it first educational institutions amidst many advanced educational institutions, second This location was studied because it is related to teachers in teaching and the students who have performance good from facet academic And non academy... this is interesting attention researcher on school Junior High School Roudlotussalam Watukebo Blimbingsari Banyuwangi.

Junior High School Roudlotussalam Which is school Which new stand And said become favorite own capacity student on average And very attract the attention of parents to send their children to this school, because of achievements such as winning speeches, study clubs, or competitions religious. Apart from that, language development such as English and Arabic Also become part attention person old guardian in send to school his son, but what is happening now is that parents prefer to include it to middle school different from this school. because they offer a wide range of facilities and better facilities/infrastructure, besides competing schools that are far away only about 100 meters makes Roudlotussalam Middle School have to insist innovate in develop quality education like case when period

New student admissions (PSB) always use effective strategies or methods to seeking public attention. Apart from that, the location is very far away Close between schools, it turns out there are only around 15-20 students. From problem the so need exists improvement process quality education Which

must done by head school And Teacher. head school on duty as managerial in environment school the must capable do planning, implementing good management and assessing learning outcomes teaching carried out by students and teachers, so that the results of supervision Implemented by the principal (principal) properly can increase quality education And can produce target Which Already planned.

B. Method study

Type of research used namely qualitative methods. Qualitative method This used writer Because There is a number of consideration among them that Qualitative methods can be easier and adapt to existing conditions, besides that if dealing with double reality, method qualitative can present the nature of the relationship between researchers and respondents directly, and method qualitative more sensitive so that can adapt self And Lots sharpening data Which its influence Can faced. Objective in study This directed For get facts field Which relate with creativity managerial head school in increase quality education. As for location Which determined And chosen The same researcher that is in Junior High School Roudlotussalam Watu Kebo Blimbingsari Bayuwangi. And research started since April – July year 2021. Source data in study This there is twosort of, in between that is source data secondary And primary, source data secondary namely in the form of documents, written records related to research focus. The subject of this research is the principal (*Head School*). Meanwhile Source data primary covers the subject, that is head school And board Teacher as informant in Junior High School Roudlotussalam Watukebo, Blimbingsari Banyuwangi. Meanwhile, internal data collection techniques study This use 3 stages that is observation, interview And documentation. Analysis data on study This that is triangulation with method study qualitative descriptive. As for process analysis Which held among them that is: reduction data, presentation data, verification data And withdrawal conclusion.

C. Results And Discussion

1. Creativity Managerial Head School in Increase Quality Education in middle school Roudlotussalam

Forms of managerial creativity of school principals in improving quality education can be seen from coaching, discipline, improving the quality of teachers and students and conduct training. Managerial creativity of the headSchool can also be seen from fluency of thinking, flexibility of thinking, elaboration And originality. Fourth indicator the can explained as following:

- a. Smoothness think, head school in increase quality learning own smoothness think to improve quality education.
- b. The principal takes steps including: creating quality teachers, realizing the achievement of the vision and mission, planning achievements targets, managing and empowering school infrastructure, management participant educate, management curriculum, And implementationsystem I.T. Steps the can explained as follows:
 - 1) Create quality Teacher, For create quality Teacher headmaster do a number of step Which includes: deep coaching process learning, straighten up discipline teacher, improve motivation Teacher, And stage training- trainingor workshops.
 - 2) Realize achievement vision mission, For realizing achievements vision mission head school do a number of programyang includes: compile planning school, develop the organization in accordance with need, manage change and development school, manage means And infrastructure, manage participant educate, manage

curriculum, and carry out monitoring And evaluation.

- 3) Plan achievement target, For planning achievements target head school do planning which cover: level teacher's mastery of teaching materials, looking at methods or approaches what the teacher uses in teaching, and see the teacher's understanding to student learning characteristics.
- 4) Manage And empower use means infrastructure school, inside manage And empower use means infrastructure school head The school has a strategy that includes: creating an environment that... conducive to smooth teaching and learning, such as seeing the classroom, that is the light, ventilation and temperature the air, and room class must Far from noise.
- 5) Student management, to manage the principal's students has a process including: providing special services to participants educate Which achievement, And develop potential student in a way optimal.
- 6) management curriculum, in management curriculum headmaster have step Which includes: give trainings For Teacher, see structures curriculum that's nothing just, distribution O'clock teach Teacher, and evaluate activities.
- 7) Implementation system IT, in implementation system I.T head school apply: all Teacher must apply IT system for example, look for material Just, look for reference Study and looking for important information. This is as explained by Priansa and Karwati said that quality learning will be created if organizer education can be implemented in a way effective in conceptual framework. Effectiveness of education delivery will produce quality that education expected.

This was also explained by E.Mulyasa, saying that this was an

important factor Which big its influence to quality in A school is headmaster as leader education. Head school is the sole leader in the school who has responsibility for teaching and influence all party Which involved in activity education in

School to work together to achieve school goals. Headmaster required to capable lead at a time organize And manage program implementation Study teach Which held in school Which led by him. (Mulyasa. 2011:181)

Based on description in on There is a number of matter Which planned to in the future in achieving the target of Roudlotussalam Middle School according to that desired that is:

- a. Make meeting monthly;
- b. Supervision to activity Teacher;
- c. Give motivation to Teacher Which slow in do his duties;
- d. Activate all extra curricular;
- e. Implementing competition events, both Olympic and religious, for interesting environmental interests;
- f. Increase performance Teacher;
- g. Increase quality education;
- h. Increase competence Teacher;
- i. Making Roudlotussalam Middle School an outstanding school interested public;
- j. Approach the parents to find out the school's weaknesses and hope input for progress Junior High School Roudlotussalam.

In managerial concept There are three types of implementing skills managerial requirements required by the perpetrator managers in managing Resources Organizational Power (SDO) is: (1) *Conceptual Skills* (conceptual skills), (2) *Human Skills* (human relations skills), (3) *Technical Skills* (*technical skills*). Explained by scientist Pidarta Skills conceptual that is skills to understand and operate an organization. Skills human is

Skills For cooperate, motivating Andlead, whereas Skills technical is Skills in use knowledge, method, technique And equipment For finish tasks certain (Wahyudi, 2012:68).

Head school is managerial Which very important, Because be at the forefront of making changes and progress in an area institution. Helmawati stated that the principal was wrong One personnel school/institution Which guide And own not quite enough answer together member others to achieve goal, head school as a whole official (official leader/official leader) appointed by superiors (Helmawati, 2014:17).

Apart from that, there is a strategy for the principal of Roudlotussalam Middle School manage and empower school infrastructure effectively for Teacher And participant educate that is, do planning, procurement, utilization And supervision so that in accordance with need Which There is at school we, as well as set regulations, determine officer infrastructure and always control the performance of related officers. As for process student management is as follows:

- a. Analyze need participant educate;
- b. Recruitment students;
- c. Selection participant educate;
- d. Orientation participant educate;
- e. Placement participant educate.

Whereas quality promotion Which Which done in increase capacity learners in Junior High School Roudlotussalam is as following:

- a. Organized guidance learn for class the end;
- b. According to include participants educated in race good ONS as well as religion;
- c. Making program competitions olympics religion a year once;
- d. According to include teacher for training

Curriculum Which applied in school Junior High School Roudlotussalam that is refers on learning K-13 curriculum, that is:

- a. Make activity Study teach Which more interesting attention student;
- b. Make school become place Which comfortable for student;
- c. Make students more active in solving problem learning Which faced and that Never faced him.

Furthermore, according to Helmawati, in order to make it happen A objective education a Head School must own things as follows:

- a. Have insight into the vision (far ahead) and know what actions to take done (mission) as well as understand Correct method Which will be pursued (strategy);
- b. Have the ability to coordinate and harmonize everything limited resources exist to achieve goals or to fulfill need school (Which generally unlimited);
- c. Have the ability to make decisions with skilled (fast, precise and accurate);
- d. Have the ability to mobilize existing resources to achieve objective And capable evocative his followers For do things important for school goals.

2. Quality Education Which is at in Junior High School Roudlotussalam.

In the context of education, the definition of quality refers to input, process, output, and impact. Quality input can be seen from various sides. *First*, whether the input of human resources is good or not, such as principals, teachers, laboratory assistants, administrative staff, and students. *Second*, fulfillment criteria or not material input in the form of props, books, curriculum, means and infrastructure school, and etc. *Third*, fulfillment whether or not the input criteria are in the form of device software, like regulations, organizational structure and job

descriptions. *Fourth*: input quality which are hopes and needs, such as vision, motivation, persistence of goalswish. (Sudarwan Danim, 2004: 53).

Quality Education in Junior High School Roudlotussalam Watukebo Blimbingsari Banyuwangi can be seen from its human resources such as: head school, Teacher, laboratory, staff system business, And student. Majority head school, teachers and other staff at Roudlotussalam Watukebo Blimbingsari Middle School Banyuwangi is graduate of S1. Whereas From criteria material, criteria device software, quality input Which nature hope And school needs to always strive to improve, develop, responsive and anticipatory to surrounding needs in order to improve quality education in Junior High School Roudlotussalam Watukebo Blimbingsari Banyuwangi.

The results of education are seen as quality if they are capable of giving birth superiority academic And non academic (extracurricular) on participant students who are declared to have passed one level of education or finish program learning certain. (Sudarwan Danim, 2004:53). In quality education Which produced in middle school Roudlotussalam Watukebo Blimbingsari Banyuwangi from participant with increase quality learning in the classroom And give activity extracurricular and give chance to participant educate For follow competitions.

3. Factors Which Hinder And Support Creativity Managerial

Learning management carried out by teachers so that it leads on national education goals is:

- a. Teachers must be more painstaking and patient in teaching lessons learners;
- b. Conduct evaluations once a month for students to find out how

much big absorption understanding student to material Which be delivered by the teacher.

In improving the quality of teachers, not forever Head Roudlotussalam Middle School was successful according to expectations, then every planning a program there must be a second alternative so that fixed program can walk And perpetrator program No *down* And separated hope And still enthusiasm, apart from that, you must also always provide motivation and be responsive regarding existing changes and providing solutions to all changes existing so that teachers feel comfortable and calm in implementing it duties, apart from that it also seeks to improve the quality of schools and quality education at school Junior High School Roudlotussalam.

Apart from that, the management and development of Roudlotussalam Middle School optimal can give benefit And support school in running vision mission Which has made by institution that is with dothings as follows:

- a. Evaluate each month to student past Teacher;
- b. Do guidance Study;
- c. Engage student in Olympic National
- d. Carry out guidance intensive so that can produce graduate ofWhich achievement.

As for matter Which can develop organization is:

- a. Do training to Teacher;
- b. Olympic to student;
- c. Stage or develop entrepreneurship;
- d. MOU with institution or agency Which care with education.

Ideas/ideas new Which given to Teacher after do monitoring, evaluating and reporting on the implementation of school programs so that be an input or *outcome* in following up on the realization of the vision and mission Roudlotussalam Middle School always provides guidance

in implementation new ideas, direction and full motivation to all teachers so that when carry out program can walk in accordance What is in expect.

Quality is A process structured For repair output resulting from. Quality is not a magic object. And Quality based on sense Healthy. Quality made For environment for person old, official government, educators, and business people to work optimally and capable Work together To use For give or produce student Which have source Power (HR) Which needed For meet their challenges now and in the future. when it comes to quality education will changed And repaired, so need There is managerial Which professional in lead institution the. (Dalmeri, et al, 2016: 122) Quality management is a tool needed by education experts For increase results from education To use realize system education nationally according to the nation's expectations.

Quality education have standard national in matter education Which has set criteria at least about system education (national education) in Indonesia. The quality of service in schools refers to government regulation no 57 of 2021 concerning SPN (National Education Standards). Based on regulations These are national education standards regarding graduate competency standards or standard fill or standard process or standard education or power education or standard means And infrastructure/standards management or standard financing and standards educational assessment.

In forming an effective Roudlotussalam Middle School organization in realm education national in accordance with achievement vision And mission school is to hold meetings and evaluations every year, job selection customized with his abilities in carry task, as well as empower existing teachers and employees to achieve appropriate performance with vision and mission Which set.

Head school Junior High School Rodlotussalam in create

environment learning that is conducive to achieving complete learning, namely by how to create a comfortable school atmosphere for the teaching and learning process felt pleasant And No boring so that student more feel at home at school. Head school Also share student in each group Study

20 student And give guidance Study to student class IX as well astutoring for class VII and VIII students for students with grades not enough, stage facility school Which Not yet There is, develop facility Which Already There is so that it can be maximized.

Barriers or constraints faced by school principals in improving quality Junior High School Roudlotussalam is:

- a. The condition of the school within the institution foundation, which party The foundation has always been contrary to its desire for technological progress in the school and progress of teachers;
- b. Lack of facilities supporter Which There is;
- c. Often funding constraints For school activity.

Supporter Which faced head school in enhancement quality Junior High School Roudlotussalam is:

- a. All Teacher And student Ready For proceed so that all instruction headschool Can held;
- b. Compact And each other support between Teacher so that all program canwalk smooth and successful;
- c. HR Want to Work maximum with sincere.

D. Conclusion

Conclusions in the research entitled "Head Managerial Creativity School in Increase Quality Education in Junior High School Roudlotussalam Watukebo Blimbingsari Banyuwangi Year 2020" is as following:

1. School principals' managerial creativity in improving the quality of education at Roudlotussalam Watukebo Blimbingsari Banyuwangi

Middle School in 2020 is as follows:

- a. Do planning program Which in accordance with vision mission school;
 - b. Carry out results planning, evaluate results implementation program;
 - c. Carry out coaching/revise programs that are lacking succeed;
 - d. Giving guidance study, tahfiz, held olympics andgift motivation to students and teacher;
 - e. Make meeting monthly, supervision to activity Teacher And give motivation to Teacher Which slow in do his duties;
 - f. Activate all extra curricular, apply program competitions Good Olympic or religious For interesting interest environment, increase performance Teacher;
 - g. Increase quality education, increase competence Teacher, approach the parents to find out the school's weaknesses and hope input for progress Junior High School Roudlotussalam;
 - h. Organized guidance learn for class end, follow include students in both ONS and religious competitions, make programs competitions olympics religion once a year, according to include teacher for training
 - i. Make activity Study teach Which more interesting attention student;
 - j. Make school a welcoming place comfortable for students, making parastudents are more active in solving learning problems facing and that never faced it.
2. In the quality of education produced at Roudlotussalam Watukebo Middle School Blimbingsari Banyuwangi from participant with increase quality learning in the classroom And give activity extracurricular And give chance to participant educate For follow competitions.
 3. Barriers and supporting factors for school principals' managerial creativity increase quality education in Junior High School

Roudlotussalam Watukebo Blimbingsari Banyuwangi year 2020 is as following:

- a. Factor Which hinder creativity managerial head school in increase quality education in Junior High School Roudlotussalam Watukebo Blimbingsari Banyuwangi in 2020 are: (1) The condition of the school is in a foundation institution, where the foundation always leaves behind his desire for technological advances in schools and progress teachers, (2) Lack of facility supporter Which There is, (3) Often funding constraints for school activity.
- b. Factor Which support creativity managerial head school in increase quality education in Junior High School Roudlotussalam Watukebo Blimbingsari Banyuwangi 2020 are: (1) All teachers and students Ready For proceed so that all instruction head school Can held, (2) Unity and mutual support between teachers so that all programs can be implemented running smoothly and successfully, (3) HR who are willing to work optimally sincere.

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