

Principal's Program in Improving Teacher Performance During the Covid-19 Pandemic

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Abstract: This study aims to describe the principal's program in improving teacher performance during the Covid-19 pandemic at SD T. Nyak Arif Fatih Bilingual School, Banda Aceh. This type of research uses a qualitative approach. Data collection techniques through observation, interviews and documentation. The data analysis used in qualitative research is carried out interactively and takes place continuously until it is complete. Activities in data analysis, namely data reduction, presentation, drawing conclusions and verification. The results of the study concluded that: First, improving teacher performance during the Covid-19 pandemic by implementing a learning application training program to support the online learning process. This training is carried out regularly until the teachers are proficient in running the application. Second, the application of Lesson Study. Lesson Study is an assessment activity carried out by teachers/lecturers together and continuously to test and improve the effectiveness of learning and form a learning community. With Lesson Study, it is hoped that teachers will be more active and share knowledge with each other to support the learning process during the COVID-19 pandemic. Third, the application of the hybrid learning method program. Hybrid Learning is a learning method in which there is a combination of face-to-face learning in the classroom and coupled with offline and online learning using computers. The application of the hybrid learning method in the Covid-19 pandemic era is very helpful for students who are self-isolation, to be able to feel learning like in a classroom but in a different place by being integrated by technology. Through programs run by school principals during the pandemic in improving teacher performance so that it can run as expected and be able to give birth to quality next generation. To be able to feel learning like in a classroom but in a different place by being integrated by technology. Through programs run by school principals during the pandemic in improving teacher performance so that it can run as expected and be able to give birth to quality next generation. To be able to feel learning like in a classroom but in a different place by being integrated by technology. Through programs run by school principals during the pandemic in improving teacher performance so that it can run as expected and be able to give birth to quality next generation.

Keywords: Principal; Teacher Performance; Covid-19 pandemic

Abstrak: Penelitian ini bertujuan mendeskripsikan tentang program kepala sekolah dalam meningkatkan kinerja guru pada masa pandemi Covid-19 di SD T. Nyak Arif Fatih Bilingual School, Banda Aceh. Jenis penelitian ini menggunakan pendekatan kualitatif. Teknik pengumpulan datanya melalui observasi, wawancara dan dokumentasi. Adapun analisis data yang digunakan dalam penelitian kualitatif dilakukan secara interaktif dan berlangsung secara terus menerus sampai tuntas. Aktivitas dalam analisis data, yaitu reduksi data, penyajian, penarikan kesimpulan dan verifikasi. Hasil penelitian menyimpulkan bahwa: Pertama, peningkatan kinerja guru selama masa pandemi Covid-19 dengan melaksanakan program pelatihan aplikasi pembelajaran guna mendukung proses pembelajaran secara online. Pelatihan ini dilaksanakan secara rutin hingga para guru mahir dalam menjalankan aplikasi tersebut. Kedua, penerapan Lesson Study. Lesson Study merupakan kegiatan pengkajian yang dilakukan oleh guru/dosen secara bersama-sama dan berkelanjutan untuk menguji dan meningkatkan keefektifan pembelajaran serta membentuk suatu komunitas belajar. Adanya Lesson Study diharapkan para guru lebih aktif dan saling berbagi ilmu untuk mendukung proses pembelajaran di masa pandemic Covid-19. Ketiga, penerapan program metode belajar hybrid learning. Hybrid Learning merupakan suatu metode pembelajaran yang didalamnya terdapat penggabungan pembelajaran secara tatap muka dikelas dan ditambah dengan pembelajaran dengan menggunakan komputer secara offline dan online. Penerapan metode hybrid learning di era pandemi Covid-19 sangat membantu bagi para siswa yang sedang isoman, untuk dapat merasakan pembelajaran seperti di ruangan kelas namun berbeda tempat dengan terintegrasi oleh teknologi. Melalui program-program yang dijalankan oleh kepala sekolah pada masa pandemi dalam meningkatkan kinerja guru agar dapat berjalan dengan sesuai yang diharapkan dan mampu melahirkan generasi penerus yang berkualitas.

Kata Kunci: Kepala Sekolah, Kinerja Guru, Pandemi Covid-19

INTRODUCTION

The Covid-19 outbreak has changed and disrupted many aspects of our lives, including education. There was an overhaul of the learning system in the world of education, which was originally a face-to-face learning process that turned into an online system. according to (Supriadi, 2020) The world of education as a forum for developing superior human resources must experience a significant decline.

The success of education in schools is determined by the leadership of the principal in managing the school system (Haq, et. al, 2019). Therefore, it is very necessary for school principals who have superior competence to be able to influence the performance of teachers in it. In this era of the Covid-19 pandemic, school principals must be able to create superior programs that can improve performance in order to maintain school quality and create superior resources.

School is a formal educational institution that has an important role in improving the quality of education. Educators and educators have a goal to build students so that they are trained in solving problems, so that the organizers of educational institutions must be oriented to the formation of civilized and component human beings. The readiness of human resources

needs to involve the educational process to determine the level of quality of education (Sri, 2016). Educators and educators are also the main key to the success of the education movement in the context of fulfilling education quality standards (Eneng & Najwa, 2017).

The principal is the most important component in influencing the performance of teachers in an educational institution. The principal in an educational institution is responsible for the establishment of the institution in which there are educational activities, school administration, training of educators, to the maintenance of school facilities and infrastructure.

Several previous studies have been conducted by researchers, relating to school principals and teacher performance during the Covid-19 pandemic. One of them is the result of research from (Nurkhasyanah and Munastiwi, 2021) shows that the average value is 3.58% with the results of the linearity test to determine the results of the X variable on a significant level increase of 0.311 which then uses the Kolmogorov-Smirnov and Shapiro-wilk normality test data, the resulting data is 0.000 which is < 0.05 then from The U Mann-Whitney test was carried out with a significance level (2-tailed) $0.538 > 0.05$ so that performance can be said to be the influence of principal leadership on PAUD in the New Normal Era.

Subsequent research was conducted by (Tambingon, 2018) with the title *The Influence of Principal Leadership Style and Teacher Work Motivation on the Performance of Certified Teachers at SMA Negeri Kotamobagu, North Sulawesi, Indonesia*. The results showed that the principal's leadership style had an effect on the performance of certified teachers, the work motivation of teachers had an effect on the performance of certified teachers, the leadership style of the principal and teacher's work motivation had a simultaneous effect on the performance of certified teachers at SMA Negeri Kotamobagu. The regression coefficient values indicate the influence of each principal's leadership style and teacher work motivation on the performance of certified teachers and has a high contribution to the performance of certified teachers.

Furthermore, research conducted by (Rositaningrum and Sholeh, 2021) The results of this journal review are that the effectiveness of the principal is very important, that the principal must be able to provide challenges to teachers in the teaching and learning process or delivery to students. Principals must be able to provide breakthroughs into the teaching system in schools, especially during the Covid-19 pandemic, the teaching system is packaged in digital or online form, the principal makes scenarios for the teaching and learning process by applying 50% SFH (Study from Home) and SFS (Study from Home). Study from School), the principal makes a kind of competition between teachers in the

same field. The purpose of this competition is to improve the competence of teachers and to measure the extent to which teachers understand the field they teach.

Several forms of previous research above show that there is an influence of principal's leadership on teacher performance in a school institution. However, it does not necessarily show the same results in the current situation of Covid-19 conditions. Therefore, researchers are interested in researching more about the principal's program in improving teacher performance at SD T. Nyak Arif Fatih Bilingual School, Banda Aceh.

SD T. Nyak Arif Fatih Bilingual School is one of the best and international standard schools in Aceh from among the public and private elementary schools. SD T. Nyak Arif Fatih Bilingual School is also the primary school with the most expensive tuition fees in all of Aceh.

For this reason, researchers are very interested in researching more about the principal's program in improving teacher performance during the COVID-19 pandemic, how a school principal who leads an institution whose credibility is recognized is able to maintain school quality in the midst of the Covid-19 pandemic. This study aims to determine the principal's program in improving teacher performance at SD T. Nyak Arif Fatih Bilingual School during the Covid-19 pandemic. This research is expected to contribute theoretically and practically to educational institutions, especially in private and public elementary schools. In addition, it can increase knowledge about the role of school principals in an effort to improve the quality of education and the performance of teacher resources, while in practical terms, it can increase the knowledge of principals in carrying out their role as educational leaders in achieving quality education and school teacher performance.

METHODS

This research uses descriptive qualitative research. Descriptive qualitative research is carried out to describe the truth about a variable that is not yet clear by taking the collected data and making a systematic and accurate conclusion analysis. The research was conducted at SD T. Nyak Arif Fatih Bilingual School Banda Aceh. The results of data collection using observation, documentation and interviews were submitted by respondents, namely the principal and teacher at SD T. Nyak Arif Fatih Bilingual School Banda Aceh.

RESULTS AND DISCUSSION

The success of an educational institution and its components cannot be separated from the figure of a leader who leads the institution, in this case the principal. The principal is the party most responsible for the continuity of the

institution in order to improve teacher performance. According to (Huda, 2019) states that the success of schools in implementing their programs needs to be supported by all parties, both principals, teachers, school guards, school committees, and the community. Thus the school climate will be truly conducive to the creation of active, creative, effective, and fun learning as well as the establishment of a harmonious relationship between the school and the community.

To find out the Principal's program in improving teacher performance during the Covid-19 Pandemic at SD T. Nyak Arif Fatih Bilingual School, the researchers described the findings through structured, unstructured interview observations and added supporting questions with relevant informants and documentation. Based on the findings in the field regarding the principal's program in improving teacher performance during the Covid-19 pandemic at SD T. Nyak Arif Fatih Bilingual School, namely;

Online Learning Application Training.

The implementation of education is required to carry out online learning or learning from home / learning that is carried out without face-to-face. However, online learning that has been implemented has not been effective due to several obstacles from teachers and students. There are four indicators that become obstacles that have the highest percentage for teachers, namely communication barriers, learning methods, teaching materials and costs and the use of technology so that solutions are needed to overcome these problems so that the learning process can be carried out (Agustin et al., 2020)

An educational institution that determines the quality of a school is the teacher. Teachers are an important point in the progress of education because the best teachers can give birth to great and powerful children. During this pandemic, of course, this is the latest innovation breakthrough in education. The learning system that was originally face-to-face was changed to online. Of course, this greatly affects teacher performance. Teachers are required to be able to master technology that can support online learning.

According to Mrs. Maelani (Head of SD T. Nyak Arif Fatih Bilingual School) explained that in order to support learning during a pandemic, teachers must be trained to be able to master online learning skills. Because mastery of online learning application skills is very much needed for teachers in teaching in the pandemic era. Therefore, the principal carries out a training program for online learning applications regularly from mid-March to the end of December until teachers can master online learning applications.

This is in line with the results of an interview with Mrs. Misrul (T. Nyak Arif Fatih Bilingual School Elementary School teacher) she explained that it was wrong with the application training program on a regular basis, our teachers got a lot of new knowledge in the field of mastering technology, thanks to this training it helped us in carry out the learning and teaching process in the pandemic era.

The rapid development of ICT makes teachers have to master learning both in the classroom and outside the classroom(Wahyudin, 2010). In order for learning to run more interesting and effective, the teacher must know and be able to operate various kinds of media or online learning platforms that are effective and interactive.

In order to follow the development of the millennial era and information technology, the world of education is expected to be able to follow these developments, including in terms of implementing the learning of the age of knowledge. Everyone can learn anywhere, anytime, and with whomever they want. That is the hallmark of learning in the age of knowledge or better known as computer-based learning(Kuntarto, 2017). Therefore, to overcome this, educators should be able to carry out online or online-based learning. One way that educators can do is to apply online or online-based learning media in learning, such as using the Quipers model or other models. Students and educators can take advantage of sophisticated tools, such as gadgets or mobile phones as well as computers or laptops connected to the internet, which are familiar tools in their lives in carrying out more meaningful or updated learning. Various applications in gadgets that can be used by educators in transforming knowledge to students.

Application of Lesson Study.

An important role that must be had in the process of nation building is to have quality human resources. In order to develop the quality of human resources, education is needed. There are several aspects in education that determine the quality of learning. One important aspect that can determine the quality of learning is the educator. An educator is expected to be able to carry out effective learning in order to meet the objectives to be achieved in learning. In fact, the problem of current learning practices which tend to be less effective, plus the Covid-19 pandemic which requires students to carry out online learning.

From the findings in the field, the program which was then implemented by the principal in improving teacher performance during the Covid-19 pandemic at SD T. Nyak Arif Fatih Bilingual School was the application of lesson study. Lesson Study is an assessment activity carried out by

teachers/lecturers together and continuously to test and improve the effectiveness of learning and form a learning community. With a learning community, teachers can share knowledge with each other in online learning, which we have been carrying out since the pandemic. Lesson study applied at SD T. Nyak Arif Fatih Bilingual School is to form groupings of teachers per field of study so that they can discuss with each other according to their respective fields.

Lesson Study itself is not a learning method or model but an activity. lesson study can apply learning methods or strategies according to the situation, conditions and problems faced by the teacher.(Subadi et al., 2019) argued that Lesson study is one of the activity programs to improve the competence and quality of teacher learning that can be developed in schools through analysis of learning practices in the form of learning-based research to find learning innovations provided. One of the new ways to use Lesson Study is to work in teams as teacher educators, where the participants in this activity are teachers and not students or students in a normal school environment.(Holmqvist, 2020). Lesson Study aims to create a more positive learning situation.

Basically, this lesson study is one of the stages of professional teacher development in which fellow teachers serve as observers, making it possible for teachers to share experiences with each other. Lesson Study has also provided several innovations that have influenced the world of education around the world. In learning activities, the use of lesson study provides an effective teaching experience, bridges teachers in linking theory and practice, and has a positive effect on student achievement.(Hasan et al., 2018).

In everyday practice in schools, lesson study provides opportunities for teachers to develop and improve teacher pedagogic competencies. Teachers form teams to work together in analyzing, preparing, and implementing effective learning for students. The team formed by the school is a team consisting of teachers who supervise the same subjects or who teach at the same grade level. The reason for this is to facilitate communication and facilitate the exchange of relevant pedagogical information. Based on the findings in the field, the development of pedagogic competence is seen at each stage in the lesson study cycle.

Application of the Hybrid Learning Method Program

The COVID-19 pandemic has passed within a year. But there is no bright spot to be able to return to normal learning. Various policies and efforts have been implemented by the government so that the learning process can continue to run effectively without disturbing it even in the midst of a pandemic. In early January the city of Banda Aceh was declared a green zone

status, meaning that when an area was declared a green zone it was allowed to face-to-face learning even though it was not allowed to study normally with a shift system in place.

Seeing the field conditions that occurred, the principal made a Hybrid Learning learning method program. In Aceh in particular, there are no schools that have implemented the program. SD T. Nyak Arif Fatih Bilingual is the first elementary school to pioneer the hybrid learning method.

The results of interviews and documentation data found that the principal applied the Hybrid Learning learning method program so that students who studied from home could follow the same learning as in the classroom, but in a different place, using integrated technology between learning at home and the classroom. Learning with the hybrid learning method makes it very easy for students who are self-isolating at home for those affected by Covid-19. They can feel the same learning with other friends in the classroom.

The Hybrid Learning learning method is a learning method in which there is a combination of face-to-face learning in the classroom and coupled with offline and online computer learning (Dwiyogo, 2018). The hybrid learning model can also be said to be a combination of classroom learning with online learning by utilizing existing technology.

Hybrid learning is a (learner-centred) knowledge and skill acquisition process fostered by instructional design that integrates digital (internet and mobile), printed, recorded and traditional face-to-face classroom activities in a planned, pedagogically valuable way; Facilitate students to direct their own learning process by choosing the available learning methods and materials that best suit their individual characteristics and needs that are oriented towards achieving curriculum learning objectives (Chalkiadaki, 2018)

Technological developments have a significant impact on the process of exchanging information, including in the field of education (Hediansyah and Surjono 2019). Education today must be able to describe a better meaning for students as students and teachers as educators. This is inversely proportional to the situation of education which has not been able to become an effective facilitator of the learning process. Dynamically in social, personal and private life, with a background that supports things that will be needed and in the 21st century become important due to global changes (Chalkiadaki, 2018). Some Homeschool-based education to the community has now tried online learning innovations, including pursuing package C. But of course there are concerns that total learning is only through online distance (e-learning). For various reasons because there are some things that are not enough to be done only in

the context of e-learning. So Hybrid learning is one solution to neutralize online learning.

CONCLUSION

Based on the description above, it can be concluded that the principal's program in improving teacher performance during the Covid-19 pandemic at SD T. Nyak Arif Fatih Bilingual School, Banda Aceh includes: First, improving teacher performance during the Covid-19 pandemic by implementing training programs learning applications to support the online learning process. This training is carried out regularly until the teachers are proficient in running the application. Second, the application of Lesson Study. Lesson Study is an assessment activity carried out by teachers/lecturers together and continuously to test and improve the effectiveness of learning and form a learning community. With Lesson Study, it is hoped that teachers will be more active and share knowledge with each other to support the learning process during the Covid-19 pandemic. Third, application of the hybrid learning method program. Hybrid Learning is a learning method in which there is a combination of face-to-face learning in the classroom and coupled with offline and online learning using computers. The application of the hybrid learning method in the Covid-19 pandemic era is very helpful for students who are isoman, to be able to feel learning like in a classroom but in a different place by being integrated by technology.■

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