

The Strategy of School Heads As Managers in The Era of The Industrial Revolution 4.0

R. Satria Wibowo^{1,*}, Nur Ahyani², Tri Widayatsih³

¹ SMA Negeri 2 Unggulan Talang Ubi Kab. PALI

² Universitas PGRI Palembang

*Corresponding author. Email: rsatriawibowogumay@gmail.com

Abstract

This study aims to describe the principal's strategy as a manager in order to carry out four managerial functions in the era of the industrial revolution 4.0. The research method used in this research is qualitative. The research was conducted at SMA Negeri 1 Talang Ubi. Observation data collection techniques, interviews and documentation. The data analysis technique used by researchers is Miles and Huberman. The results show that the strategy of the Head of SMA Negeri 1 Talang Ubi in the planning function has been carried out through disciplinary enforcement with fingerprints, and preparation of learning infrastructure using digitization. The organizing function has been carried out well, through the preparation of students to continue to a higher level. the coordination function runs well by utilizing technology and information, so that most activities are carried out well. The monitoring function has been carried out with the use of technology, such as the use of a CCTV camera connected directly to the headphones and to the principal's room at SMA Negeri 1 Talang Ubi so the control is faster and more accurate.

Keywords: Strategy; Headmaster; And the Industrial Revolution 4.0

INTRODUCTION

Globalization and the development of Science and Technology (IPTEK) have an impact on changing value systems and patterns of life, indirectly demanding prerequisites for human ability to obtain opportunities for participation in them. In the context of world openness, humans live in a mega-competitive society that continuously pursues quality and excellence. This impact does not only affect developing countries, but also even developed countries. The most significant influence of globalization is the development of technology that is widespread throughout the world. Globalization has entered a new era called the industrial revolution 4.0.

Explains that management is very important for every individual or group activity in the organization to achieve the desired goals [1]. Management is process oriented, which means that management requires human resources, knowledge, and skills so that activities can be more effective or can result in action in achieving success. Therefore, no organization will be successful if it does not use good management.

Which states that the management function consists of four aspects, namely Planning (planning), Organizing (organization), Leading (leadership), and Controlling (supervision) which are commonly heard as POLC [2].

Based on the background of the problem above, the formulation of the problem in this study can be described, namely: what is the principal's strategy as a manager in order to carry out four managerial functions in the era of the industrial revolution 4.0 at SMA Negeri 1 Talang Ubi?. To describe the principal's strategy as a manager in carrying out four managerial functions in the era of the industrial revolution 4.0 at SMA Negeri 1 Talang Ubi.

METHODOLOGY

This study uses a qualitative descriptive approach, with data collection techniques, namely interviews, observation and documentation. This research was conducted at SMA Negeri 1 Talang Ubi, Penukal Abab Lematang Ilir Regency, the research time was started from September 1, 2020, to October 2020.

Explained that the development of technology in the current era is progressing very rapidly. As science advances and the use of technology [3]. Technology has penetrated into various fields, including education. Those who are involved in the world of education must be able to keep up with and follow these technological advances. Not only teachers / lecturers who are technology literate, but students or students must also be able to keep up with technological developments. Facing the era of the industrial revolution 4.0. characterized by a combination of automation technology and cyber technology. The equation in this study discusses the era of industrial revolution 4.0. Meanwhile, the difference is the combination of automation technology and cyber technology. In this study, it discusses the principal's strategy in facing the era of the industrial revolution 4.0.

RESULTS AND DISCUSSION

Research result

The Principal's Strategy as a Manager in the Industrial Revolution 4.0 era

The condition of the facilities and infrastructure at SMA Negeri 1 Talang Ubi, it can be concluded that this school is sufficient and very adequate to be used as an example for public and private high schools in Penukal Abab Lematang Ilir Regency, in terms of facilities and infrastructure as materials to support the learning process of the learners. More specifically, in terms of learning infrastructure, namely a complete practice place and laboratory.

As the Manager, the Principal of SMA Negeri 1 Talang Ubi performs his duties according to the manager's function. The form of tasks and strategies carried out by the head master of SMA Negeri 1 Talang Ubi begins with the implementation of planning, organizing, actuating, coordinating, and controlling.

The form of planning strategy developed by the Principal of SMA Negeri 1 Talang Ubi begins with optimizing the discipline of the school community (teachers and education staff). Because according to the statement of the Head Master of SMA Negeri 1 Talang Ubi, performance needs to be optimized to continue to exist in the era of the industrial revolution 4.0; To obtain optimal performance, it must be preceded by a disciplined character in each individual. To support and optimize this discipline, the attendance list of teachers and education personnel is based on finger print technology.

Organizing involves teachers and employees, in order to create a solid team work. In giving task the head master of first establishing two-way communication so that information to teachers and employees becomes clear. The principal always prioritizes cooperation in terms of organization.

The process of movement is based on the results of an interview with Mrs. Dra. Nurleli as Deputy Head of Public Relations that the process of mobilization carried out by the principal of teachers and employees is in accordance with the times by moving the enthusiasm and quality of teachers in the IT field by means that all teachers are required to master the use of laptops and androids that have been provided by the school by facilitating Wifi networks for teachers, employees and also students. Then teachers and employees are also trained so that they can adapt to the demands of the 4.0 industrial revolution such as a learning system that all uses IT-based digital media, students' daily tests can be collected via the Whatsapp application and test scores using E-Raport.

Supervision is carried out by the principal of SMA Negeri 1 Talang Ubi on a regular basis. The principal also conducts supervision every day. Supervision by the principal will assist the principal in evaluating the performance of teachers and employees. The results of an interview with the principal of SMA Negeri 1 Talang Ubi on November 2, 2020, which said that the process of implementing supervision of teachers and employees carried out by the principal of SMA Negeri 1 Talang Ubi was carried out by installing CCTV in each class, library, teacher room, and room. offices, student parking lots that can be monitored in the principal's room.

Discussion

Most organizations will experience success determined by the principal's strategy as a manager in the organization. The strategy of the head master as a manager at SMA Negeri 1 Talang Ubi greatly influences the success of students in facing the Industrial Revolution 4.0. Strategy is the key to an organization's success in achieving its goals. The principal's strategy must be in line with the vision and mission of the school because it is to achieve an organizational goal. The vision and mission of SMA Negeri 1 Talang Ubi is to excel in achievement based on faith and piety. School Mission Optimizing the implementation of learning effectively so that each student develops according to his / her potential. Carrying out evaluation and assessment of learning outcomes consistently and continuously. Fostering the spirit of excellence intensively to all school members. Encourage and help each student to recognize his / her potential, so that it can be developed optimally. Applying high discipline in all school activities. Fostering appreciation for the teachings of religion and culture of the nation so that it becomes a source of wisdom in action.

Based on the description of the vision and mission of SMA Negeri 1 Talang Ubi, Penukal Abab Lematang Ilir Regency above, in the first point it is very clear that it prioritizes the implementation of learning effectively. In order for learning to run effectively, it needs to be supported by IT development, namely learning that is oriented towards the 4.0 industrial revolution.

Without a strategy, the program will not run. Strategy is the first step that a leader must have in achieving goals. No matter how strong a leader is, if he doesn't have the right strategy, then the program is meaningless and goals will not be realized. The principal does not only rely on his own abilities but he must also have a strategy in leading.

With a strategy, an organization will be able to obtain a strong position in its work area. This is because the organization has better knowledge and experience in approaching the fulfillment and desires of customers in the work areas it serves. Emphasizes the strategy related to decision making to determine the direction of the organization to be achieved [4].

Education is one of the sectors that is required to always develop and contribute to a better intellectual life of the nation and it is necessary to make changes to create superior education. Explained that the principal as an agent of change in developing and improving school performance through entrepreneurial leadership by organizing the human resources they have to achieve common goals by behaving like an entrepreneur, namely being proactive, optimizing risks, innovating to take advantage of opportunities, taking personal responsibility, increasing school productivity, and manage changes in a dynamic environment for the benefit of the school organization in carrying out the task of providing excellent service to school consumers [5].

The principal is responsible for organizing school education activities, fostering education personnel and utilizing and maintaining the infrastructure. The principal is a teacher who should have the ability to lead all the resources that exist in the school. so that it can be maximally utilized to achieve common goals. Principal leadership is an ability and readiness of school principals to be able to influence, mobilize and foster educators and other education personnel so that they are willing to carry out educational tasks effectively and efficiently in order to achieve educational goals.

Strategy is a means used to achieve the final goals of an organization, but strategy is not just a plan, but a plan that unites. Strategy binds all parts of the organization into one, so that strategy includes all important aspects in an organization, the strategy is integrated from all parts of the plan which must be compatible with one another and compatible. Therefore, determining the strategy requires a level of commitment from an organization, where the organizational team is responsible for advancing the strategy that refers to the end result or goal.

The work program of SMA Negeri 1 Talang Ubi contains the priority areas and objectives of the program which are quite complete. Starting from the area of achieving school goals in supporting the 4.0 revolution. The success of the principal of SMA Negeri 1 Talang Ubi in carrying out his duties through his planning function as a manager, can be seen from

the indication that the principal is always willing to share school problems with teachers, related to work programs to be implemented in schools, the principal is open about school finances so that the drafting team compiles the program according to existing funds. The principal also involves teachers and employees in the preparation of work programs, the principal gives clear directions or instructions to subordinates.

Emphasizes that the principal can be defined as a functional teacher who is assigned the task of leading a school where a teaching and learning process is held, or a place where there is interaction between the teacher who gives lessons and students who receive lessons [6].

The school principal gives confidence to the planning drafting team to compile programs that are in accordance with the curriculum. In addition, the principal also communicates with the drafting team before canceling the program which is deemed less supportive of the school development program. The principal of SMA Negeri 1 Talang Ubi involved several teachers to participate in determining what work programs would be carried out in the school so that the set goals could be achieved or the decision was not one-sided but heard the opinions of subordinates, the principal who always gave opportunities to the teachers to provide ideas about work programs to be implemented and then discussed together at a meeting with all teachers,

Explains that the principal is a school personnel who is responsible for all school activities, has the authority and responsibility to organize all educational activities in the school environment which he leads on the basis of Pancasila which aims to 1) increase devotion to The One Almighty God; 2) improve intelligence and skills; 3) enhance character; 4) strengthen personality; 5) strengthening the spirit of nationality and love for the country [7].

Compiling an organizational structure is not an easy thing, the principal's strategy can be carried out by considering four things, namely legitimacy (in this case displaying organizational formations), efficiency (in terms of use of time, money and resources), effectiveness (describing the accuracy of the division of tasks, rights and responsibilities). and excellence (describing the ability of the organization and the principal in carrying out their duties and functions so as to improve school quality).

In compiling the organizational structure at SMA Negeri 1 Talang Ubi, the principal always provides opportunities for all teachers to participate in an activity and become the person in charge of an activity. In accordance with the existing theory that in the preparation of an organizational structure one must always provide opportunities for subordinates to be able to participate and develop and be responsible for a position given to subordinates.

The principal's strategy as a manager at SMA Negeri 1 Talang Ubi also has a very important role in mobilizing personalities to carry out school work programs. The principal as a manager must have the ability to persuade and motivate all subordinates (teachers and school employees) to carry out tasks with enthusiasm to achieve the goals that have been implemented. This can be seen from the principal paying attention to the teachers and teachers and all employees to be able to carry out their respective duties properly.

The cooperative relationship carried out by the principal can also be seen from activities that can motivate teacher and all employees to be able to do a good job, for example through direction, guidance to subordinates so that they can improve their performance and can achieve organizational goals in accordance with vision and mission that have been set according to the target. So. the process of mobilizing all employees carried out by the principal in a style that emphasizes cooperative relationships is as motivation for employees to work better. However, school principals still have to improve communication and approach to teachers and employees, reward teachers and employees who excel.

Coordinating the principal of SMA Negeri 1 Talang Ubi emphasizes cooperative relations. The school principal coordinates in two ways, namely formal coordination and non-formal coordination. The principal always pays attention and coordination to all subordinates, so as to create a conducive work climate. Openness in the coordination process carried out by the principal is a strategy to achieve school goals. The principal's strategy that prioritizes

the relationship between the school principal and the principal to avoid the possibility of unfair competition in carrying out the duties and responsibilities of each person.

Principal of SMA Negeri 1 Talang Ubi supervises teachers and employees. In addition to scheduled supervision, it is also sudden supervision. The principal has a continuous class supervision program every semester. Principals give confidence to teachers and employees about their work. Supervision of the principal is carried out regularly and this is in accordance with the existing theory which says that the principles of supervision must be carried out continuously so that the progress of the performance or work carried out by each member of the organization can be known.

Supervision of the performance of teachers and employees by the principal of SMA Negeri 1 Talang Ubi, namely by conducting direct or indirect supervision. Direct supervision, namely those who are present in the classroom, assessing how teachers teach during the learning process, besides supervising the completeness of teacher and employee administration. Indirect supervision, namely by conducting sudden monitoring, this supervision aims to measure the performance of teachers and employees so that the principal can assess the performance of teachers and employees and make improvements to teacher performance. In addition, this supervision also aims to determine the discipline and honesty of all school members in carrying out their respective duties.

Describes management functions including activities: Planning, which is a systematic activity regarding what will be achieved, activities to be carried out, method steps, implementation required to carry out activities to achieve goals [8] Organizing (organizing), is the activity of dividing tasks to people who are involved in cooperation to facilitate the implementation of work. Directing, is the relationship between individual aspects caused by the relationship with subordinates to be able to understand and understand the division of work effectively and efficiently. Supervision (controlling), is a monitoring process carried out to enable implementation to proceed according to plan in achieving predetermined goals.

Based on this, the management function has been implemented by the Head Master of SMA Negeri 1 Talang Ubi as a manager at SMA Negeri 1 Talang Ubi so that it can continue to exist in the era of the industrial revolution 4.0. In dealing with the various school members, the Principal has acted wisely. The principal has provided the means or suggestions, suggestions so that by means of these means can always maintain and increase enthusiasm, willingness to sacrifice, a sense of togetherness in carrying out each task (suggesting). The principal has fulfilled or provided the support needed by teachers and students, in the form of funds, equipment, time, and a supportive atmosphere (supplying objectives).

The principal is able to grow and motivate the enthusiasm of teachers and students in achieving the stated goals (catalysing). The principal can create a sense of security in the school environment so that teachers, staff, and students, the principal maintains his integrity as a person who is the center of attention because he will be a person who represents school life where opportunities are repressed. The principal has become a source of enthusiasm and inspiration for teachers, staff, and students so that they accept and understand the school goals enthusiastically, work responsibly towards achieving school goals (inspiring), the principal can appreciate whatever is produced by their subordinates (praising).

CONCLUSION

Based on the results of the research findings, it can be concluded that the principal as a manager in the era of the industrial revolution 4.0 has been able to apply a good strategy in every managerial function, namely the strategy of the head master of SMA Negeri 1 Talang Ubi in the planning function has been carried out through disciplinary enforcement through finger print, preparation of infrastructure. exams and learning using digitization have been prepared before learning begins in each learning year.

The strategy of the head master of SMA Negeri 1 Talang Ubi in the mobilization function is also carried out properly through providing direction and the Principal through digital media so that it is felt more effective and able to be quickly accepted by all levels of teachers and related employees, the strategy of the head of SMA Negeri 1 Talang Ubi on functions

coordination goes well by utilizing technology and information, so that most activities can be carried out properly through coordination carried out by the principal, and the strategy of the head master of SMA Negeri 1 Talang Ubi in the supervisory function is carried out properly, the use of technology is very helpful in implementing the strategy for enforcing discipline and the learning process can take place in all study rooms of SMA Negeri 1 Talang Ubi, CCTV cameras are connected directly to the head cellphone of SMA Negeri 1 Talang Ubi so that control of things that is happening at school is faster and more accurate.

Based on the conclusions of the research that has been done, several suggestions can be made as follows: The principal's strategy must be in line with the vision and mission of the school so that school goals can be achieved. The managerial function of the head master of SMA Negeri 1 Talang Ubi has been carried out well for the most part, but to further improve readiness for competition in the era of the industrial revolution 4.0, it is better if the Head Master of SMA Negeri 1 Talang Ubi continues to attend IT-based training and workshops, so that it can become motivation for other teachers to actively participate in these activities. It is recommended that the devices used to digitize learning in each period be monitored, evaluated, and given follow-up so that technology that is considered obsolete can be replaced immediately.

ACKNOWLEDGMENTS

The author would like to thank Mrs. Dr. Nur Ahyani, M.Pd and Mrs. Dr.Ir. Hj. Tri Widayatsih, M.Si as the supervisor which has helped a lot writing this article.

REFERENCES

- Burhanuddin, Y. (2005). *Administrasi Pendidikan*. Bandung: Pustaka Setia.
- Daryanto. (2002). *Administrasi Pendidikan*. Jakarta: Reneka Cipta.
- Effendi, D., & Wahidy, A. (2019). Pemanfaatan Teknologi Dalam Proses Pembelajaran Menuju Pembelajaran Abad 21. *Prosiding Seminar Nasional Program Pascasarjana Universitas PGRI Palembang*, 125. Dipetik Januari 3, 2021, dari <https://jurnal.univpgri-palembang.ac.id/index.php/Prosidingpps/article/view/2977>
- Mulyasa. (2012). *Manajemen Kepemimpinan Kepala Sekolah*. Jakarta: Bumi Aksara.
- Rohman, N., & Fanani, Z. (2017). *Pengantar Manajemen Pendidikan*. Malang: Madani
- Torang, S. (2013). *Organisasi dan Manajemen*. Bandung: CV Alfabeta.
- Usman, H. (2010). *Manajemen :Teori, Praktik dan Riset Pendidikan*. Jakarta: Bumi Aksara.
- Jakarta: Bumi Aksara.
- Wahjosumidjo. (2003). *Kepemimpinan Kepala Sekolah Tinjauan Teoritik dan Pemasalahan*. Jakarta: PT Grafindo Persada.