



## **School Management as an Effort to Improve Academic Service Quality at Bandung Regency Vocational High School**

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### **Abstract**

Everything connected to the management of the educational process in order to achieve the established short-term, medium-term, and long-term objectives can be interpreted as school management. This study aims to determine the role of school management in enhancing educational quality, specifically: 1) to ascertain the strategies and obstacles that have an impact on the enhancement of academic service quality at Vocational High School (SMK) Bandung Regency; and 2) to ascertain the school management factors that have an impact on this enhancement. This examination utilizes a subjective methodology with a graphic strategy and is remembered for the sort of writing survey research. The principals and teachers of the SMK Bandung district served as the study's subjects. His investigation yielded the following findings: 1) The execution of school programs is a system applied to accomplish worked on nature of training, including: program socialization, SWOT analysis, solving problems, enhancing quality, and monitoring and evaluating the implementation of school programs are all included. Low support for school management is caused by obstacles in the planning of school programs, such as a lack of community participation and financial difficulties. 2) School The executives factors that influence the Quality Improvement of Scholarly Administrations in SMK Bandung Regime, specifically School Scholastic Administrations and the authority of the head.

## **Keyword**

academic, school management, quality of service

### **1. Introduction**

The definition of education states that it is an effort to educate the life of the nation, to form Indonesian people who are faithful and pious with noble character, and impart knowledge and expertise. Humans want to be able to express themselves more fully through education. "Developing the potential of students so that they become human beings who believe, fear God Almighty, have noble character, are knowledgeable, capable, creative, independent, and become citizens of a democratic and responsible society" is the goal stated in the national education system, which is stated in Law Number 20 of 2003 [1].

Teachers and principals are educational staff in schools who play the most important role and significantly influence the quality of education. School adequacy refers to strengthening all parts of the school as learning associations considering the main tasks and elements of each in the program structure where students learn and achieve predetermined results, especially having expertise. In order to achieve the school's vision, mission and goals efficiently and effectively, schools must be able to empower every significant component, both internal and external, and must have a good, transparent and accountable management system [1].

The principal is one of the teacher's functional staff who is given the responsibility to lead a school, where the teaching and learning process takes place or where students and teachers interact. The success of school principals in managing education personnel in schools greatly ensures the success of education in schools. One aspect of education that has an impact on teacher performance is the school principal [2].

The word "management" comes from the verb "to manage". To achieve school and organizational goals, management is carried out by integrating and coordinating the use of available resources. The council is equipped by the head with his power as school superintendent through orders or options that have been determined beforehand by concentrating inheritance to achieve goals. Implementation is a tool for managing productive assets to achieve goals that must be considered carefully by the principal [3]. The manager's actions in managing the school's energy sources will later be influenced by the competency (expertise) of the school principal.

Schooling the board is the administrative cycle of completing instructive tasks using all resources productively to actually achieve goals. Meanwhile, school management refers to optimizing management and control [2]. Increasing assets regarding school strengthening is a very suitable option for creating schools that are independent and have excellence.

Number of District Vocational Schools Bandung is a total of 141 schools. The average SMK in the Bandung area that is certified A. Executive

schools that must be passed by an instructor include; prepare, perform, and account for performance. A high-quality school management system that is capable of continuous development and revision and can provide good service to improve the quality of learning in schools. In the planning stage, an educator prepares a prospectus by focusing on the student's condition, especially matters related to mental, strength, psychomotor, appropriate learning strategies, and the focus that must be completed within a certain period of time [3].

Aspects that trigger the poor quality of learning in schools include: standardization, efficiency and effectiveness of teaching, low competence of educators and education staff, facilities and infrastructure, teacher welfare, student achievement, equal opportunities for learning, relevance of learning, and high tuition fees are additional special problems. in education [4].

With the paradigm of government policies and the growth of science and technology, which have replaced almost every aspect of human life and made it possible to solve various problems through capacity building and improvement of science and technology, which is very useful for human life. However, from one point of view, these developments have also brought people into an era of increasingly fierce global competition. As a developing country, it is obligatory to continue to improve and improve the quality of its human resources so that it can compete on a global scale. Work on the nature of HR is a necessity that must be carried out regularly, coordinated, improved, strong, proficient and beneficial in the improvement cycle [5]. Through various initiatives to improve higher quality learning, the government and the private sector are collaborating to make it happen because of the urgency to improve the quality of human resources.

All stakeholders expect and demand quality education. Everyone would really like to study in a place that has good quality. On this basis, schools/learning institutions are required to provide good and quality services so that they are not neglected and can compete with other learning institutions. This is done through research with the following objectives: (1) to find out the strategies and barriers that influence the Improvement of Academic Service Quality at Bandung District Vocational High Schools and (2) to determine School Management factors that influence the Improvement of Academic Service Quality at Bandung District Vocational Schools.

## **2. Theoretical framework**

The theoretical framework for research on School Management as an Effort to Improve the Quality of Academic Services in Bandung Regency Vocational High Schools can be seen in Figure 1 below:

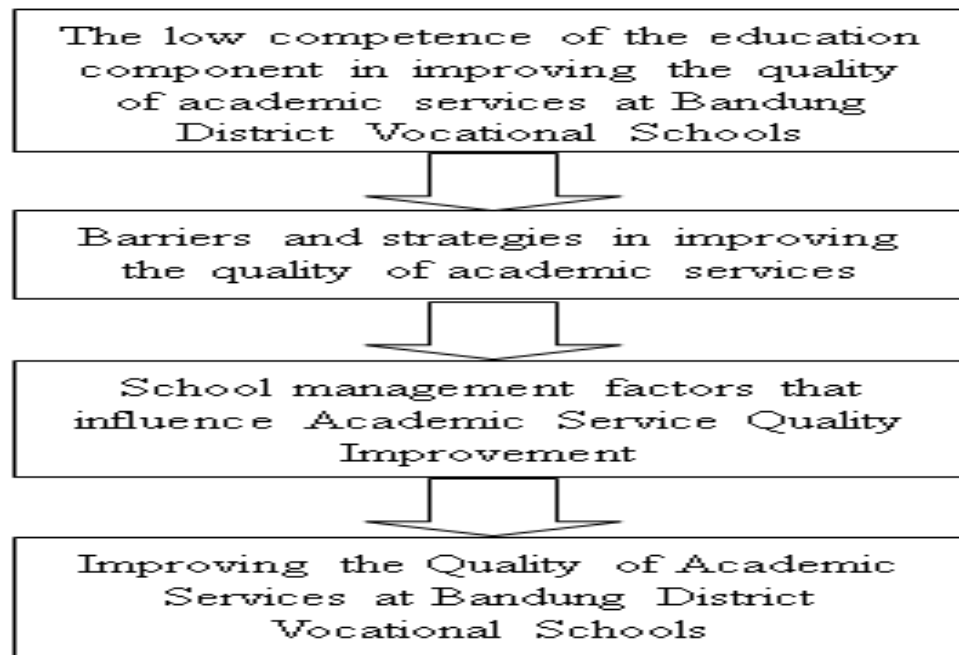


Figure 1. Research Theoretical Framework

Based on the research theoretical framework in Figure 1, research activities are carried out by analyzing the obstacles and strategies in improving the quality of academic services in SMK Bandung district. After that, research activities were carried out by analyzing the role of school management factors that can influence improving the quality of academic services through literature review activities. So that through this activity, it is hoped that it can be implemented as a solution in addressing the low quality of academic services at SMK Bandung district.

### 3. Research method

All stakeholders expect and demand quality education. The methodology used is descriptive methodology with a qualitative approach. Descriptive research is a checking method that is intended to describe the characteristics that exist and are happening now or before. In-depth data can be collected using qualitative methods, which have real meaning [6]. The emphasis in qualitative research is more on meaning. This research was carried out at the Bandung District Vocational High School with the presumption and coordinated efforts of the principal and partners. The subjects of this study were school principals, instructors and principals at SMK Bandung Regency.

Literature review is the method used in this research, consisting of exposure or relevant information from research results to research objects that seek to find and solve problems [6]. Descriptive analysis can then be used to draw conclusions. This study uses a qualitative method in the form of sentences that describe the universal condition of the industry. The data used in this research is additional data, namely data taken from journals, e-books, articles, theses/thesis that are still related to the problems in this study. Therefore, secondary data is used as a data source for this research.

The information checking strategy carried out by the experts in this review is a clear subjective investigation, especially an investigation that is completed using the rationale, namely a conversational technique that describes, describes, sees, and makes sense of information or circumstances, dissects issues related to school for executives as an effort to improve the quality of academic services in SMK Bandung area. By dissecting the problem using relevant studies, it can be used to reach a logical conclusion about the information being investigated.

#### **4. Results and discussion**

Research conducted descriptively through a literature review obtained the following research results:

##### **Strategies and Barriers to Efforts to Improve the Quality of Academic Services at Vocational Schools in Bandung Regency**

Planning is a way to achieve the goal of an action, program or activity. The drafting system is tested naturally by thinking about various angles that surround it and contains positive thoughts because of the belief that defeating various kinds of problems will be able to [7]. Setting includes exercises to determine the goals and appropriate equipment to achieve the goals that have been previously set.

Curriculum and teaching, education staff, students, learning facilities and infrastructure, management of school and community ties, and special services for learning institutions are school priorities in implementing school management. Curriculum planning, implementation and assessment activities are part of the teaching program and curriculum. The following is from paragraph 1 of Article 38 of Law Number 20 of 2003: The implementation of exercises in a unit of study depends on an educational plan that is widely applicable and a lesson plan that is adapted to the conditions and ecological requirements and attributes of the unit of study [8].

As a school manager, the principal must be responsible for implementing, evaluating, and planning changes and improving educational programs. One leadership style that emphasizes change is school leadership and change management. Thus, if the pioneer creates new goals, arrangements, or designs and systems, that person exhibits administrative behavior [8].

People who want to grow and become fully themselves are people who can lead change effectively. It is very important to emphasize the importance of education in bringing about social, cultural, economic and political change. The main ability of the school is to change people towards the ideal. The following tactics are used as part of the school management program strategy to improve the quality of learning: program outreach, SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, problem solving, quality improvement, and monitoring, and evaluation of school program implementation are all included [8]. Strategy is a plan with a comprehensive and integrated approach that can be used

as a guide in working, fighting and acting to compete successfully. One of the stages of strategic management which is an approach based on environmental analysis is SWOT analysis. In the business world, the process of evaluating strengths, weaknesses, opportunities and obstacles is commonly known as a SWOT analysis.

Obstacles in compiling school programs include the absence of regional cooperation and financial difficulties so that assistance for school executives is low. In Regulation Number 20 of 2003, Article 8 reads "local regions have the option to participate in the preparation, implementation, monitoring and evaluation of instructive projects". In addition, Article 9 reads "the local area is obliged to provide capital assistance in organizing schooling. This means that the local area will provide assistance with the assumption that local area support in school administrators gets a bigger place, schools are supervised in a direct way with program execution and more responsible actions [7].

The relevance of learning is one of the learning problems that requires modification and enhancement of learning program modules so that they can quickly adapt to the demands of the ever-changing world of work and society. This presents the greatest challenge for school principals in realizing school programs. Curriculum reform aimed at achieving harmony between educational policies and curricula is one example of the relevance of education [8].

The principles of efficiency and effectiveness, continuity, program adjustment and lifelong learning are relevant principles. Through this arrangement, linkages between schools and industry and the business world are strengthened in organizing, implementing, assessing and confirming training and preparation according to financial requirements. This policy aims to create conditions where the output of education is proportional to the number, quality, and distribution of experts and skilled workers required by various development sectors [9].

### **School Management as an Effort to Improve the Quality of Academic Services at Bandung District Vocational Schools**

#### **School Academic Services**

When it comes to managing all aspects of their school and delegating tasks to educators and education personnel, the principal holds the highest position of authority in the school. The principal is considered as an important figure who plays an important role in improving the school learning environment. However, only a small number of school principals prioritize improving student achievement. The students themselves, the school, and the teacher are factors that influence student or school achievement [10].

Academic quality is student knowledge that is formed from the learning process of humans and the equipment they use, curriculum, quality of instructors and teachers, quality of educational materials, and quality of educational outcomes. Academic services empower students to take part in learning activities, such as

face-to-face activities (classroom learning), completing structured teacher assignments, and self-study.

As a school leader, the principal must be able to use his school's resources effectively to provide academic services. Therefore, when schools provide academic services, the following must be included [9]: 1) Student awareness to learn and master various obstacles that may arise in the learning experience experienced, 2) can improve student behavior and learning routines, 3) Increasing comfort, 4) Obtaining and having effective learning skills, 5) Having the ability to plan future learning by setting goals, and 6) Mental readiness in the face of evaluation.

### **Factors Affecting Service Quality**

Quality is having a significant influence in realizing quality school administration. A good school is based on several meaningful markers, including: 1) high moral standards; 2) excellent results in the exam; 3) encouragement from parents, the business world, and the general public; 4) abundant wealth; 5) use of the latest innovations; 6) in the amount and intention of administration; 7) attention and concern for students and students; 8) a challenging but balanced curriculum. In improving the standard of educational services provided by educational units. In order for schools to improve the quality of their education, there are at least five dominant factors, namely the leadership of the principal, teachers, students, curriculum, and cooperative networks. Several quality indicators are: 1) parental support; 2) quality of educators; 3) student commitment; 4) school leadership; 5) quality of education; 6) school resource management; and 7) convenience at school [10].

The ten determinants of service quality compiled by Parasuraman, Zeithaml, and Berry rearranged into five dimensions. The SERVQUAL model is five important aspects. According to him, five aspects consist of administrative quality which includes unmistakable appearance, reliability (steadfast quality), responsiveness, confirmation (affirmation), and sympathy (compassion) [11]. The real appearance in question is the appearance of the facilities and infrastructure of learning institutions, and employees who can be seen directly. Steady quality refers to the reliability and accuracy of the commitment to the capacity of basic education assistance that can be provided. Responsiveness to provide fast and high-quality services is then referred to as responsiveness. Meanwhile, confirmation provides trust and certainty to its clients. Finally, sympathy refers to the attention of educational institutions to students so that they feel valued.

### **Principal Leadership Competence**

Many experts give the meaning of the term initiative. Initiative is the capacity to influence meetings towards achieving objectives. Leadership plays a significant role in achieving the quality of the desired school. Schools will progress with the presumption of having a visionary director, great honesty in carrying out

quality, and good management skills. In an uncertain or dynamic competitive area, leaders are expected to implement leadership as a process to ensure the achievement of long-term organizational goals. The notion of traditional leadership that emphasizes charismatic leaders is different from modern leadership concepts [11].

Principals who practice strong school policies can create a young generation of achievers. The school principal is considered an important figure in the successful implementation of government policies as a school leader (Hou, 2019). Pioneers should engage the initiative as an interaction to ensure the goals drawn from the organization are understood. As a leader, the principal can concentrate on the future or what must be done for the future of the school. Educational pioneers or school directors must guide their individual schools through the difficulties that have arisen from the advancement of globalization and the increasingly complex nature of problems. Therefore, management is seen as a lever of control, while leadership is seen as a process of influence. Initiative is the capacity to influence meetings towards achieving objectives. Pioneers or instructive administrators have to steer their schools through the difficulties that have arisen from increasing globalization and a confusing climate [12].

While in driving the chief has his own style. The general behavior of a leader towards his subordinates in order to achieve goals is known as leadership style. This is the degree to which a pioneer delegates authority. There are many leadership styles that have been identified. In educational settings, there are four main recognized leadership styles. Emotional leadership, servant leadership, transformational leadership, and transactional leadership are the four types of leadership [12].

### **Kompetensi Kepala Sekolah**

Leadership is a component that cannot be ignored and is very decisive for the realization of quality schools. The school principal is considered a very decisive form in the successful implementation of government policies as a school leader. According to Permendiknas No. 13 of 2007, managerial and entrepreneurial competencies are mandatory competencies [10].

### **Administrative Skills**

Administrative capacity and its impact on administrative capacity at various levels of administration are subject to change. Other research has focused on demonstrating that relational abilities, collaboration, proactivity, vision, self-management, result direction, vital direction, passion, relentlessness, navigation, risk-taking and inventiveness are abilities that are generally driven by effective pioneers and strong administrative capacities. beneficial. effective. Human resource management plays a significant role in achieving organizational strategic goals by identifying and developing managerial competencies [13].



Entrepreneurship Competence This competency has competency dimensions that must be possessed by school principals, in accordance with Permendiknas No. 12 of 2007. Aspects of the Skills of Head Pioneers consist of: 1) Generating innovations that are beneficial for school development; 2) Carry out many efforts to make the school a successful educational organization; 3) have a strong drive to succeed in their main responsibilities and positions as school leaders; 4) In facing challenges, schools and madrasas must not give up and always look for highly efficient approaches; and 5) Managing school activities as a learning resource for students with an entrepreneurial spirit [13].

### **Closing**

The strategy used to realize the school management program is to increase the quality of learning, which includes: program socialization, SWOT analysis, problem solving, quality improvement, and monitoring and evaluating the implementation of school programs. Financial and technical reports must be included in the assessment of school program implementation. Barriers to planning for school programs include the lack of community participation and financial difficulties, which result in low school administration support. Even though they are unable to donate funds for education, school principals can make efforts by inviting parents and residents to share non-financial support for schools.

The relevance of learning, which is one of the learning issues that demands modification and refinement of learning program modules, is another obstacle experienced by school principals in implementing school programs. Efforts made by school principals in overcoming this problem by guaranteeing quality and more useful guidance through the 9-year-old school program, both for residents and the local area, require the contribution of local pioneers, planning the contents of educational programs, and types of learning. Outcomes in working on the nature of learning cannot be separated from the principal's duties with other learning components, so planning educational plans through meetings and welcoming parties involved, choosing the right strategy to educate students to become quality students, managing student actions (participation), compiling school rules (discipline), formulate work commitments, develop a supporting framework for working on the nature of the training. With the existence of arrangements by the principal with other learning meetings, so that the nature of learning is to be known in accordance with the assumptions and learning objectives themselves.

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