

Research article

The Principal's Strategy for Implementing Online Learning During the COVID-19 Pandemic at Xaverius Baturaja High School

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Abstract.

This study determines and describes the role of the principal, the obstacles faced, and the strategies used by them for implementing the distance learning process in schools during the COVID-19 pandemic. A qualitative approach with a descriptive method was used in this research. Data collection techniques included observation, interviews, and documentation. Data were analyzed through data reduction, data presentation, and verification. The subjects of this study were principals, vice principals, and teachers of the Xaverius Baturaja High school. The results show that the role of the principal in implementing the online learning process has been crucial and, to an extent, effective. However, a few obstacles were noted, such as students experiencing Internet network difficulties – either due to the location of their residence or having no access to cell phones/tablets – and the lack of teachers' ability to utilize technology for distance learning. The strategies used by the school's principal for implementing distance learning were developing teachers' teaching skills through a teachers' conference organized by YXP and the government, optimizing the school's infrastructure, supervising teachers, collaborating with parents and society, and conducting visiting teacher activities.

Keywords: principal strategy, implementation of learning, COVID-19

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1. Introduction

The world is currently in shock with a new deadly virus. This virus is known as Covid-19. Seeing the very fast and widespread spread of the virus, WHO (World Health Organization) or the world health agency on March 11, 2020 has designated the corona virus as a global pandemic [1].

The world of education, which is the main foundation of human resource development, has not been spared the shock of the Covid 19 pandemic. One of them is the disruption of learning activities at all levels of education. It is recognized by UNESCO that the Corona virus outbreak has had an impact on the education sector. At least 300 million students experience disruptions in learning activities around the world and threaten their rights to obtain education in the future [2].


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The Ministry of Education and Culture issues Circular Number 15 of 2020 concerning Guidelines for Organizing Learning From Home in an Emergency Period for the Spread of Covid-19.

During the pandemic, it is hoped that the implementation of learning will continue to take place effectively. Effective learning can only take place in well-managed schools at every level. The principal has the responsibility for the implementation of effective learning, in helping students to develop their competencies. In addition, the school must continue to ensure the moral and character development of students during the distance learning process [3].

Principals as leaders of educational institutions must also be prepared to face and adapt to the challenges that come in any situation, including the Covid-19 pandemic that is currently happening. School principals need to design strategic steps in improving the quality of school education they lead during the Covid-19 pandemic. This strategic step is referred to as a leadership strategy which can be in the form of a policy taken by the principal in response to the pandemic situation that occurred [4].

A leadership strategy is a series of systematic plans [5], but it can also mean tactics and art in war [6], and can be said as decision making [7], to achieve organizational goals effectively and efficiently. With a leadership strategy, an organization will be able to gain a strong position in its environment. Because the organization has better knowledge and experience in implementing approaches to meeting customer needs and demands in the organization's environment [8].

The principal's leadership strategy in improving the quality of education during the Covid-19 pandemic is an effort, art, technique carried out by school principals to move all school components together to create quality schools both in the short and long term.

Amini and Ginting [9] research explains that during the Covid-19 pandemic, principal leadership skills are needed that can adapt to changes quickly. This study also explains that the responsibility of school principals is to ensure the quality of learning that takes place through the implementation of managerial and leadership functions.

Based on data, SMA Xaverius Baturaja is a private school that has been established since 1984 under the auspices of the Xaverius Palembang Foundation (YXP). SMA Xaverius Baturaja has a vision that is High in Achievement, Praiseworthy in Character, and Caring for the Environment. The mission of SMA Xaverius Baturaja is abbreviated as SAKTI, which is Selective Adaptive, Creative (kreatif), Transformative, Innovative towards the development of science and technology based on IMTAK (Faith and Piety) in providing the best service. Xaverius Baturaja High School adheres to the YXP motto,

namely *IN OMNIBUS OPTIMUM*. That is, *BEST IN EVERYTHING*. This motto has the meaning that in organizing, managing, and implementing education at Xaverius schools, the main focus being strived for is to provide the best service to realize maximum educational outcomes in the intellectual life of the nation.

From March to June 2020, during the COVID-19 pandemic, Xaverius Baturaja High School obeyed the Ministry of Education and Culture's orders to carry out distance learning and work from home (WFH). This situation makes changes in the implementation of learning. In the new academic year, in July 2020, teachers and staff of Xaverius Baturaja High School employees returned to work at schools by complying with health protocols while students continued to study from home.

Xaverius Baturaja High School is an educational institution in Ogan Komering Ulu district that has made many academic and non-academic achievements. During the Covid-19 pandemic, Xaverius Baturaja High School continued to make achievements at both the district and provincial levels, such as in the fields of National Science Competition and National Student Art Competition Festival as well as the provincial level of South Sumatra in PMR anniversary events which were carried out online or online. Virtual and several other competitions. The achievements achieved cannot be separated from the role of the principal who has a strategy to improve the quality of the school.

The principals must have strategic steps to create a sense of security, satisfaction to continue running school programs and continue to strive to improve the quality of the schools they lead. In addition, the principal as a leader needs to take appropriate steps and coordinate with all parties so that the quality of learning is maintained and can run smoothly.

From the description above, researchers need to conduct research with the title "The Principal's Strategy in Implementing Learning During the Covid-19 Pandemic at Xaverius Baturaja High School".

2. Method

This research method uses a qualitative approach with a descriptive method. This study describes how the strategy of the principal of SMA Xaverius Baturaja in implementing learning. Data collection techniques were carried out by observation, interviews, and documentation. The data analysis process in this study uses the Miles and Huberman model, namely data reduction, data presentation, and verification. The subjects of this study were principals, vice principals and teachers.

3. Results and Discussion

Based on the research that has been done, Xaverius Baturaja High School has carried out learning during the Covid-19 pandemic. The principal has an important role in dealing with the obstacles faced and making strategies in implementing learning during the Covid-19 pandemic so that it continues to run well.

3.1. The role of the principal in the implementation learning.

Based on the results of research and data analysis, the role of the principal in the implementation of learning at SMA Xaverius Baturaja is good. The principal is responsible for the implementation uses an emergency curriculum.

The use of the emergency curriculum is carried out in accordance with the statement of the minister of education and culture) Nadiem Anwar Makarim who on Friday, August 7, 2020 on the website of the Ministry of Education and Culture stated that the implementation of the curriculum under special conditions aims to provide flexibility for education units to determine the curriculum that suits their needs. student learning. Education units in special conditions in the implementation of learning can still refer to the National Curriculum, use the emergency curriculum, and simplify the curriculum independently.

As a leader, the school principal plays a role in making learning implementation policies. The policy was made based on a joint decision because it included teachers and employees of SMA Xaverius Baturaja. The policies made follow the Ministry of Education and Culture regulations.

In order for the implementation of learning to run well, the principal of SMA Xaverius Baturaja moves teachers to take responsibility for their duties as teachers and develop teacher competencies. Every behavior of the principal as an educational leader is directed at helping the achievement of educational goals, so that the principal is obliged to foster, direct, assign, examine, measure the work of the teachers in the school he leads.

The principal as a manager is to carry out management functions which include planning, organizing, mobilizing and supervising which is held to achieve the goals that have been set with human potential and other resource [10].

Widyantara [11] stated that planning is the main basis that will determine the next management functions. Planning provides more efficient and effective guidance for achieving organizational goals.

The principal of SMA Xaverius Baturaja has acted as a manager, to plan, organize and supervise the implementation. The principal facilitates the availability of computers in schools, laptops for every teacher and improving the quality of the internet in schools. Every teacher has used a laptop or computer during the implementation of distance learning. Principals provide opportunities for teachers to develop teacher competencies by participating in training held by YXP and the government. The principal makes a schedule for peer tutoring training between Xaveriu Baturaja High School teachers.

Peer tutors make teachers exchange information and get information quickly. Peer tutoring activities assist teachers in the use of technology that supports distance learning. With peer tutor activities, teachers have been able to apply google classroom, zoom, google meet, ppt animation, making learning videos using kine master, Xaverius Baturaja High School teachers together learn to make teaching materials through Canva. Student assessments are obtained using google forms, quizz, and kahoot.

The results of the research are relevant to the research conducted by Rosyadi and Pardjono [12] stating the role of the principal in planning the program, starting from planning the needs of human resources who will carry out their duties, planning policies in the form of the principal's program and curriculum that will be carried out in schools. The principal organizes the program by completing the facilities needed by the school, the division of tasks according to the ability of good teachers. In organizing school principals do not work alone but are assisted by assistant principals and school committees. The role of the principal in mobilizing educators by participating in training and education, MGMP, facilitating subordinates in carrying out professional development.

The principals continued to supervise. The principal is assisted by the deputy principal to carry out academic supervision of Xaverius Baturaja High School teachers. Supervision is carried out by the principal to assess or check the implementation. The results of teacher supervision as evaluation materials for principals and teachers will be fostered, assisted, directed by the principal to achieve school goals.

This is also relevant to Ametembun's statement in Fitria, H.dkk [13] that the supervision carried out by the principal aims to foster teachers in understanding educational goals, train and assist teachers to make diagnoses and evaluate activities in contact with the development goals of students.

Based on data analysis, school principals play a role in creating a work climate. The principal regularly motivates teachers and employees after morning prayers. The principal directs teachers to work productively and successfully achieve and realize the goals that have been determined.

Xaverius Baturaja High School is one of the private schools in Baturaja, so the principal has acted as an entrepreneur. The Covid-19 pandemic condition has forced school principals to quickly take action so that the implementation of learning continues both within the network and outside the network.

The principal strives to provide the best service for students, parents and the surrounding community. Principals use and improve school infrastructure to support the implementation of learning. Relevant to Syahril's [14] statement the development of school facilities and infrastructure is an effort or activity carried out to improve the existing management system and adapt it to unmet demands in present and future conditions.

Based on the description above, it can be concluded that the principal has played a role in the implementation of learning at Xaverius Baturaja High School during the Covid-19 pandemic, because the principal holds an important role in an educational institution.

The principal acts as a leader to encourage school members to realize educational goals. As the principal of the school, he has planned so that the implementation of learning continues. By supervising principal teachers, they can find out the learning process at SMA Xaverius Baturaja. Teachers through supervision receive supervision and assistance and are fostered by school principals to continue to develop teacher competencies. To achieve educational goals at SMA Xaverius Baturaja, the principal regularly motivates teachers and employees to always provide the best service.

The results of research that are relevant to the research conducted by Yahdiyani state that the principal acts as a leader by trying to realize what is the vision, mission in educational institutions, acting as a manager and supervisor by trying to create an active, effective and efficient learning atmosphere. , acts as a motivator by trying to increase the motivation and interest in learning of students and acts as an innovator by trying to improve the character and moral values of students.

3.2. Obstacles of principals in implementing learning at Xaverius Baturaja High School.

From the research data, there are obstacles to the principal in implementing learning at SMA Xaverius Baturaja. Covid-19 causes changes in the implementation of learning. The Indonesian government announced policies and appeals for health protocols to be adhered to by the people of Indonesia.

This regulation makes the implementation of learning that was previously carried out at school is now carried out at home online. The implementation of learning during the Covid-19 pandemic requires the ability of teachers and students to apply learning media and the internet is needed to connect with each other.

The first obstacle faced by the principal of SMA Xaverius Baturaja was the low ability of some teachers to utilize technology. Both teachers and students in distance learning need technological assistance such as mobile phones, laptops or computers so that the implementation of learning can continue.

The second obstacle experienced by the principal is the internet network. The need for an internet network is very important in the implementation of online learning. In fact, there are still students who are constrained by the internet network. Students' residences in rural areas will hamper it because the internet network is less stable. Not only in rural areas, students who live in urban areas also experience obstacles, namely the limited internet quota.

Siahaan [20] states that there are several obstacles in distance learning activities, namely students who are geographically scattered making it very difficult to be physically face to face with the teacher or instructor or with fellow students.

The third obstacle is not all students have facilities such as laptops or cellphones. There are several students of SMA Xaverius Baturaja who are in a family condition that experiences limitations in the economy. This is relevant to research conducted by Anugrahana [15] which states that there are some children who do not have mobile phones so they have to borrow. Parents of students have cellphones but parents work all day outside the home so that parents can only accompany them at night.

The fourth obstacle faced by the principal in carrying out learning at Xaverius Baturaja High School during the Covid-19 pandemic was the lack of enthusiasm for students to study independently. Research conducted by Adi [16] stated that students' interest in learning was reduced due to various obstacles faced such as unstable internet networks, and students feeling less enthusiastic about participating in online learning, as well as disturbances from the environment so that students were lazy to learn because disturbed.

Based on the description above, it can be concluded that the obstacles faced by school principals in implementing learning during the Covid-19 period came from students who experienced internet network difficulties, both because of the location of their residence and there were still students who did not have mobile phones. The teacher's lack of ability to apply technology will hinder the implementation of distance

learning. A school principal's strategy is needed to overcome the obstacles faced during the Covid-19 pandemic.

3.3. The principal strategy in implementing learning.

Based on data analysis, the principal of Xaverius Baturaja High School has a strategy in implementing learning during the Covid-19 pandemic. The principal is the holder of control and policy makers can formulate policies that are in accordance with the needs of the school in the context of implementing learning during the Covid-19 pandemic by involving all components, including teachers, students, parents and the community.

The school principal has formulated a strategy that will be carried out in the implementation of learning during the Covid-19 pandemic. David, Fred [6] stated that in order to formulate a strategy that has been made, managers and employees must be motivated to implement the strategy. Implementation of strategy includes adjustment of organizational structure to strategy, linking performance to strategy, creating a conducive organizational climate for change, managing political relations, creating culture, adapting processes, and managing human resources.

The first strategy carried out by the principal is to increase the professionalism of teachers. One of the ways to improve teacher professionalism is the ability to teach teachers.

Mukhtar [17] stated that the principal's strategy in improving the ability of teachers is to send teachers to attend seminars and trainings, bring tutors to school, and provide opportunities for teachers to continue their education.

Distance learning requires teacher creativity in delivering material that is done online. The principal makes peer tutoring activities between Xaverius Baturaja High School teachers. Teachers are given the opportunity to exchange information regarding the use of applications that support online learning.

The teacher quickly learns so that the implementation of learning during the pandemic continues. The success of Xaverius Baturaja High School teachers in developing teaching skills using this technology can be seen from every teacher actively using laptops and applying learning media such as google classroom, zoom, google meet, quizz, kahoot, google form, Ppt, and teachers have been able to make learning videos.

The results of this study are relevant to Brown's statement in Waryanto [18], online or online electronic learning and some call it online learning is a learning activity that utilizes networks (internet, LAN, WAN) as a method of delivery, interaction and facilities and is supported by other forms of learning services.

Principals engage teachers to practice and obtain information through training organized by YXP, MGMP and the government. Through teacher training, principals hope to be able to overcome obstacles in implementing learning during the Covid-19 period at Xaverius Baturaja High School. By participating in teacher training, you can improve learning skills, broaden your knowledge of online learning to achieve common goals.

Wahjosumidjo [10] in his book states that school principals help teachers develop teacher abilities to the maximum and create a nuance of school life and encourage educators and education staff, parents and the community to unite their will, thoughts and actions in effective collaborative activities for the achievement of goal education.

The second strategy carried out by the principal is optimizing the use of existing facilities in schools. During the Covid-19 pandemic, the principal has upgraded Xaverius Baturaja High School facilities. The principal has improved the quality of internet wifi, which was previously only available at some points in the school, now it can be used in every corner of the school. This has a positive impact on both teachers and students. With the internet speed that has been added, it will make it easier for teachers to carry out online learning.

In a pandemic condition, not all students have laptops, cellphones, so the principal allows students to come to school to take advantage of school facilities. Students can study in computer laboratories for students who do not have mobile phones. Students who do not have internet quota can also go to school by finding a comfortable position to study.

Students can learn in the classroom, library or school garden. Learning activities at schools continue to comply with health protocols. The school principal during the Covid-19 pandemic has made a place to wash hands in running water, a thermogram, provided hand sanitizers in every room at Xaverius Baturaja High School, and provided masks for students who did not bring more masks. This activity has a positive impact on the implementation of learning during the Covid-19 period and can improve student achievement.

Huda [19] states that educational facilities and infrastructure are very supportive of the achievement of a goal of education, as an educational person we are required to increase effective and efficient work power and be able to respect the work ethic of fellow educational personnel, so as to create harmony, comfort and convenience. can create pride and a sense of belonging to both the school community and the surrounding community.

The third strategy carried out by the principal in implementing learning was to supervise teachers. Supervision is carried out by the principal to assess the ability of teachers

in learning, provide assistance to overcome problems faced by teachers in implementing learning during the Covid-19 pandemic. The results of this study are relevant to Supardi's [20] statement which states that supervision has the aim of increasing the work power or quality of teachers so that they become skilled and to improve abilities that are subject matter.

Before carrying out supervision, the principal of SMA Xaverius Baturaja made a supervision schedule which would then be informed to the teacher. Not all teachers are supervised by the principal because the principal is assisted by the vice principal in its implementation. The principal conducts an assessment of the completeness of the administration and the learning process carried out by the teacher.

Supervision activities have a positive impact on teachers, students and schools, because through this activity the principal can evaluate the process of implementing learning during the COVID-19 pandemic to follow up so that learning can run well.

Principals are expected to have the ability to motivate, direct and communicate with their subordinates. School principals must be able to motivate teachers so that teacher performance is better, and can motivate students to achieve educational goals [11].

The fourth strategy carried out by the principal in implementing learning at Xaverius Baturaja High School during the Covid-19 pandemic was to collaborate with the community. The school principal cooperates with the nearest health center and hospital. Cooperation is carried out for the safety and security of Xaverius Baturaja High School during the implementation of learning during the Covid-19 pandemic. Xaverius Baturaja High School provides an opportunity for the hospital to provide important information about preventing exposure to the Covid-19 virus to school residents.

The principal also works closely with the parents of students by constantly building harmonious relationships for the development of students while studying at home. Parents really help schools during the Covid-19 pandemic, because schools will get direct information about the condition of students. This statement is relevant to Mulyasa's [21] statement which states that involving parents and the community aims to promote the quality of learning and growth of students, strengthen goals and improve the quality of life and community livelihoods, and aims to implement the education process in schools in a productive, effective and efficient manner. Efficiently so as to produce productive and quality school graduates.

The fifth strategy carried out by the principal is the application of discipline to teachers and students. The principal applies discipline to teachers, one of which is by making a distance learning report which will be submitted to YXP and the education office of

the province of South Sumatra. Teachers who have good performance will get rewards from YXP.

The application of discipline to students is by collecting assignments on time. Students who experience obstacles in the implementation of online learning can come to school to learn directly with the teacher. The principal provides motivation to teachers and employees by always faithfully providing the best service.

The sixth strategy carried out by the principal in carrying out learning was to carry out visiting teacher activities. The teacher comes closer to the area where the students live to do offline learning. Visiting teacher activities make students able to learn directly with the teacher and can directly ask questions and get solutions related to the problems they face. In this activity the teacher must be able to provide information in a fun way.

Sanjaya [7] states that teachers are required to be more effective in finding information and selecting various information that is considered important for the lives of students. Teachers must be able to keep students from being influenced by various information that can interfere and even mislead students because the teacher acts as a manager of learning resources.

Based on the description above, it can be concluded that the principal has a strategy in implementing learning at Xaverius Baturaja High School during the Covid-19 pandemic including developing teacher teaching skills, optimizing Xaverius Baturaja High School infrastructure, conducting supervision, collaborating with parents and the community, and conducting visiting teacher activities.

4. Conclusion

Based on the results of data analysis and discussion, it can be concluded that:

1. The role of the principal in the implementation of learning, namely: 1) As a principal, he encourages school members to realize educational goals; 2) As the principal of the school, he has planned so that the implementation; 3) The principal supervises the teachers; and 4) The principal motivates teachers and employees to always provide the best service.
2. Obstacles faced by school principals in implementing learning, namely: 1) Students experiencing internet network difficulties, both because of the location of their residence and there are still students who do not have mobile phones; and 2) The lack of ability of some teachers in applying technology will hinder the implementation of distance learning.

3. The strategies carried out by the principal in implementing learning at Xaverius Baturaja High School during the Covid-19 pandemic are: 1) Developing teacher teaching skills through cognate teachers organized by YXP and the government; 2) Optimizing the infrastructure of Xaverius Baturaja High School; 3) To supervise there are teachers; 4) Cooperating with parents and the community; and 5) Conducting visiting teacher activities

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