



## **Principal's Planning in Teacher Performance Development and Learning Improvement at SMP Nurul Hikmah Lombok**

<sup>1</sup>Miftahul Jannah, <sup>2</sup>Muhammad

<sup>1,2</sup>State Islamic University of Mataram

<sup>1</sup>miftahuljannah080@gmail.com, <sup>2</sup>muhammad@uinmataram.ac.id

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### **Abstrak**

Perencanaan yang efektif oleh kepala sekolah merupakan hal yang penting dalam pembinaan kinerja guru dan peningkatan pembelajaran di Sekolah Menengah Pertama (SMP) Nurul Hikmah, Lombok. Penelitian ini bertujuan untuk mengeksplorasi peran perencanaan kepala sekolah dalam mempengaruhi kinerja guru dan pembelajaran di SMP Nurul Hikmah. Metode penelitian ini menggunakan pendekatan kualitatif, dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi, Responden penelitian meliputi kepala sekolah dan guru. Adapun teknik analisis datanya menggunakan model interaktif. Sehingga hasil penelitian ini menunjukkan bahwa perencanaan yang disusun secara sistematis oleh kepala sekolah memiliki dampak yang signifikan terhadap kinerja guru dan peningkatan pembelajaran di SMP Nurul Hikmah. Perencanaan ini mencakup pengembangan rencana kerja yang jelas dan terukur, pemanfaatan teknologi dalam pembelajaran pemantauan dan evaluasi kinerja guru. Selain itu juga perencanaan yang dilakukan oleh kepala sekolah mempunyai dampak yang sangat signifikan dalam kemajuan lembaga pendidikan seperti kejelasan tujuan pembelajaran dan peningkatan kesiapan mengajar.

Kata Kunci : Perencanaan, kinerja guru , peningkatan pembelajaran

### **Abstract**

Effective planning by the school principal is important in developing teacher performance and improving learning at Nurul Hikmah Junior High School (SMP), Lombok. This research aims to explore the role of principal planning in influencing teacher performance and learning at Nurul Hikmah Middle School. This research method uses a qualitative approach, with data collection techniques through interviews, observation and documentation. Research respondents include school principals and teachers. while the data analysis technique uses an interactive model. The research results show that planning systematically prepared by the school principal has a significant impact on teacher performance and improved learning at Nurul Hikmah Middle School. This planning includes the development of a clear and measurable work plan, the use of technology in learning, monitoring and evaluating teacher performance. Apart from that, the planning carried out

by the school principal has a very significant impact on the progress of educational institutions, such as clarity of learning objectives and increased teaching readiness.

**Keywords:** *Planning, teacher performance, improving learning* Abstract

## Introduction

Education is one of the fundamental aspects in the development of a nation, where the quality of education is highly dependent on the performance of teachers and school management. (Irianto, 2017) The teacher is the spearhead in the learning process, while the principal plays a role as a leader who determines the direction and quality of education in the school. The role of the principal is crucial in fostering teacher performance and improving the quality of learning. (Guntoro, 2020) Thus, without good planning from the principal, efforts to improve teacher performance and learning quality will not be optimal.

Furthermore, education is one of the needs that gets top priority in human life. Education becomes one way or way to deliver humans to achieve their life goals, even becoming an obligation that must be lived by humans in their lives. (Rahimi, 2021) The success of educational programs through the teaching and learning process is greatly influenced by many factors, one of which is planning carried out by the principal and optimal management. (Amini et al., 2021)

Education is one of the important and main resources in supporting the learning process in schools. (Yustiqvar et al., 2019) Therefore, it is necessary to improve its utilization and management, so that the expected goals of educational institutions can be achieved. In Law of the Republic of Indonesia No. 20 of 2003 concerning the National Education System, it is stated that

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, agility, noble morals and skills needed by themselves, (Rahimi, 2021) society, nation and state. Thus education is one of the efforts in order to improve the quality of human life, which in essence aims to humanize humans, mature humans, change behavior, and improve quality for the better.

One component to improve educational institutions, in improving the performance and objectives of educational institutions, in accordance with what is expected by the community, namely the principal. According to Sudarwan Danim quoted by Jamal Mkamur: "the principal is the teacher who gets additional duties as the principal. (Rahimi, 2021)

The success of educational institutions in carrying out their mission is determined by the principal, besides that the role of teachers also greatly determines the success of education in the school institution, especially in relation to the teaching-learning process and school planning.

SMP Nurul Hikmah Lombok is one of the educational institutions, which continues to strive to improve the quality of education. However, the school still faces various challenges, especially related to teacher performance and quality of learning. Some problems that often arise include lack of teacher motivation, less

innovative learning methods, and lack of professional development programs for teachers. In this problem, the principal's planning becomes very important. School principals must be able to design and implement effective coaching programs to improve teacher performance. This includes professional development, ongoing performance evaluation, as well as the provision of adequate resources. In addition, the principal must also ensure that the learning strategies implemented in the classroom can increase active participation and understanding of students.

Some previous studies, which have discussed the principal's planning in teacher performance coaching, as well as written by Ovi Aswita "Principal's Planning in Teacher Performance Development at SMA N 1 Labuhanhaji Barat South Aceh" the results of this study show that the principal of SMAN 1 Labuhan Haji Barat South Aceh has carried out his duties, one of the things the principal does is to make a plan carried out by the principal, namely, School budget plan, education quality plan, and providing training to teachers who are considered incapable in carrying out their duties.(ABDI SETIAWAN et al., 2021)

Furthermore, written by, Sry Sumiati, "The Principal's Strategy in Improving Teacher Competence at SMA Negeri 1 Jonggat and Man 2 Central Lombok in 2021" The results showed that there are various strategies of school principals in improving teacher competence to be able to realize the vision and mission of the institution, among the strategies that have been carried out, involving teachers in

education and training activities for teachers (PPTG) and education personnel in general, supervision, fostering teacher creativity, motivating teachers, upgrading and workshops, micro-teaching, improving facilities and infrastructure, involving teachers in the MGMP program.(Abdi Setiawan et al., 2021)

Similar research was also written by, Muhammad Zaenul Mujahidin "The Role of School Principals in Improving the Quality of Learning Facilities in Junior High School" the results showed that improving the quality of learning facilities of SMP Islam Al Mujahidin was good, for the reason, adequate learning facilities with several learning facilities in the form of LCD Projectors and laboratories, The approach taken by the principal, teachers did not feel reluctant to convey suggestions and talk directly with the head The school regarding the needs in the learning process so that the principal is directly involved in controlling infrastructure development together with the deputy head and the coordinator for facilities and infrastructure.(Mujahideen et al., 2020)

In this study will discuss, how the planning carried out by the principal, in coaching teacher performance and improving learning, at SMP Nurul Hikmah Lombok. The main focus is on the strategies implemented, the challenges faced, and the impact of the planning on teacher performance and learning outcomes.

With careful planning and effective implementation, it is expected that teacher performance can improve and ultimately contribute to the improvement of education at SMP Nurul Hikmah Lombok.

This research is also expected to provide recommendations for other schools facing similar problems in an effort to improve teacher performance and learning quality.

## RESEARCH METHODS

This research was conducted using a qualitative approach. According to Wahidmurni, qualitative research is a process that is passed by someone who conducts research to find out all the problems that arise from something that is being tested and processed. (Shafwan, 2021)

This research took place at SMP Nurul Hikmah Lombok. While in this study the subjects of the study, namely the principal and two educators (teachers). (Maulida Rohmatul Laili et al., 2023) In addition, this study used data collection techniques using observation and interviews as a medium.

While the data analysis technique uses interactive models. As for data analysis with data reduction stages, data presentation is displaying data according to the problems discussed in this study. So that verification or drawing conclusions is carried out by correcting and checking with relevant sources and journals, so that conclusions can be made.

## YIELD AND DISTRIBUTION

### A. Strategies Applied by Principals in Planning Teacher Performance Development to Improve Learning

Improving the quality of learning in schools cannot be separated from the role of the principal as an educational leader. The headmaster must be able to plan and nurture teacher performance effectively. Here are some strategies that principals

can implement in teacher performance planning and coaching to improve learning:

### 1. Development of a Clear and Measurable Work Plan

In the development, the performance plan that will be implemented in the educational institution of SMP Nurul Hikmah Lombok, the principal as the highest leader has the right and obligation to prepare an annual work plan, which includes learning objectives, which are clear and measurable. This plan should be disseminated to all teaching staff so that they understand the targets to be achieved and how to achieve them.

In line with what was conveyed by the Principal " In the development of educational institutions, A clear and measurable work plan is essential to ensure that all school activities and programs run according to the objectives that have been set. It also helps in allocating resources efficiently and ensures accountability at every level. In addition, a measurable work plan allows us to evaluate performance and make necessary improvements". (Interview, n.d.-b)

Thus, a clear and measurable work plan is very important in ensuring all school activities and programs run smoothly in accordance with the school's objectives in improving teacher performance and improving learning.

### 2. Utilization of Technology in Learning

The world of education in today's globalization era, inseparable from integrating technology in the learning process, can help improve the

effectiveness and efficiency of teaching. The headmaster, as a person who has great policy and responsibility towards teachers, must ensure that teachers receive adequate training in the use of technology and provide the necessary technical support. In line with what was conveyed by Darwin Effendi, "The rapid development of technology must be accompanied by the ability and ability of educators to apply learning models for the advancement of education".(Effendi & Wahidy, 2019)

Also strengthened by one of the teachers of SMP Nurul Hikmah Lombok "In my opinion, the use of technology in learning is very important in this digital era. Technology not only facilitates the learning process, but also makes it more interesting and interactive for students. With technology, we can access a rich and diverse range of learning resources that were previously difficult to reach."(Effendi & Wahidy, 2019)

Thus, the rapid development of technology must be accompanied by an increase in the ability and proficiency of educators, in applying innovative learning models, for the advancement of education, this shows that the integration of technology in education can improve the quality of learning and expand access to more varied information.

### 3. Monitoring and Evaluation of Teacher Performance

In educational institutions, monitoring and evaluating teacher performance on a regular basis is very important. Principals can use a variety of evaluation tools such as classroom

observation, student assessment, and feedback from the teachers themselves. The results of this evaluation should be used to provide constructive input and plan future corrective steps to better develop educational institutions. In line with what was conveyed by, Faisal Rahman "Teacher performance improvement management planning, that is, program personnel discuss to establish programs and steps that must be carried out by involving teachers in various education and training, Second, monitoring and evaluation of teacher performance improvement management has been carried out by the principal and the appointed team with the aim of finding out what are the shortcomings in the implementation so that improvements can be made"(Dongoran et al., 2023)

Thus, monitoring and evaluating teacher performance in performance improvement to determine programs and steps that need to be done, including involving teachers in various education and training so as to improve the quality of learning.



Image : The principal's strategy in planning, coaching, and improving learning

The picture is an illustration of the principal's strategy as the highest leader in an educational institution in advancing and developing a plan in fostering teacher performance and improving learning at SMP Nurul Hikmah Lombok.

## **B. Principals' Challenges in Planning and Coaching Teacher Performance to Improve Learning**

### **1. Teacher Coaching and Professional Development**

Coaching and professional development of teachers is a key element in improving the quality of education. Professional and competent teachers are not only able to transfer knowledge, but can also inspire and shape the character of students, thus creating a quality next generation. In the midst of the challenges of globalization and rapid technological advances, the role of teachers as facilitators of learning is becoming increasingly vital. Therefore, continuous coaching and development efforts are needed to maintain the relevance and effectiveness of the teacher's role in the classroom in improving learning. In line with what was conveyed by, Eka Prihatin Disas in his research "Shows that with the policy regarding the development and improvement of the teacher profession, the position of teachers is increasingly supported by legal sources and with the existence of teacher professional education, teachers become more knowledgeable and professional as teachers".(Afrizal et al., 2021)

Thus, coaching and development in teacher professionalism, is one of the

challenges that must be faced and implemented, by the principal, in implementing, planning and coaching in improving learning.

### **2. Innovation of Teaching Methods to Improve the Quality of Learning**

In the era of globalization and increasingly advanced technology, the challenges faced by the principal of SMP Nurul Hikmah Lombok continue to grow. The quality of learning is the main focus that must be improved to produce competent human resources and able to compete globally. One way to achieve this goal is through the innovation of teaching methods such as *Project-Based Learning (PBL)* and *Problem-Based Learning (Problem-Based Learning)* This innovation includes not only the use of the latest technology but also the application of creative and effective pedagogical strategies.

#### **a. Project-Based Learning (PBL)**

Project-Based Learning (PBL) is one of the pedagogical innovations that offers great potential to improve the quality of learning. However, the implementation of PBL is inseparable from the challenges that must be faced by school principals. Here are some of the key challenges, School culture change, Teacher professional development and Curriculum management.

#### **b. Problem-Based Learning**

Problem-Based Learning (PBL) is a pedagogical approach that places students at the center of learning through real problem solving. Although it has many benefits, the implementation of PBL also presents

various challenges for school principals. Here are some of the challenges principals have to face, Changing Teaching Approaches, Flexible Curriculum Design and Classroom Management.

In line with what was equaled by one of the teachers of SMP Nurul Hikmah Lombok," Innovation in teaching methods such as PBL, and collaborative learning has had a positive impact on the quality of learning. However, some challenges such as time management, resource limitations, and student adaptation must be overcome. Additional training and support from schools is needed to ensure the successful implementation of these innovative methods".(Interview, n.d.-a)

Thus, Innovation of Teaching Methods to Improve the Quality of Learning is also one of the challenges that must be faced by school principals in implementing, planning and coaching in improving learning.



Image: Innovating learning

From the picture, it can be seen that in the planning carried out by the principal in improving learning, namely by carrying out a learning innovation in order to achieve an educational institution goal.

### C. The impact of planning on teacher performance in improving learning

Overall, good and structured planning has a significant positive impact on teacher performance and learning quality. With proper planning, teachers can teach more efficiently, adaptively, and innovatively, ultimately improving student experience and learning outcomes. Therefore, the impact of planning is a key element in efforts to improve the quality of education in schools as is the case.

#### 1. Clarity of Learning Objectives

Good planning helps teachers to set clear and measurable learning goals. With well-defined goals, teachers can design learning activities that are right on target and focus on the desired results. This allows teachers to direct their efforts more effectively, thereby increasing productivity and the quality of learning provided. As expressed by the principal of SMP Nurul Hikmah Lombok "Clarity of learning objectives is very important because it provides clear direction for teachers and students. Clear objectives help teachers design focused and effective learning activities, and enable students to understand what is expected of them. By knowing the learning objectives, students can be more motivated and directed in the learning process, because they understand the relevance of what they learn".(Interview, n.d.-b)

Thus the Learning Objectives as one of the positive impacts on the progress of educational institutions, especially the education dilemma of SMP Nurul Hikmah

Lombok, in implementing, planning and coaching in improving learning.

## 2. Increased Teaching Readiness

Positive impact Through planning, teachers can prepare teaching materials, teaching methods, and learning aids more maturely. Good preparation increases teacher confidence and readiness while teaching, which in turn can increase student engagement and understanding of the material being taught. As expressed by one of the schools of SMP Nurul Hikmah Lombok, " Teaching readiness is very important because it determines the quality of learning in the classroom. A teacher who is ready to teach will be able to deliver material clearly and effectively, manage classes well, and respond appropriately to student needs. Teaching readiness includes the preparation of materials, lesson plans, and teaching strategies that are in accordance with the characteristics and needs of students".<sup>1</sup>

Thus Increasing Teaching Readiness is very important that must be owned by educators, as material to be taught to students, in improving a better learning.

## Conclusion

Thus, it can be concluded that the principal's planning has a very important role in fostering teacher performance and improving learning in the school. There are several important points that can be taken, namely; First, improving the quality of learning in schools cannot be separated from the role of the principal as an educational leader in the development of clear and measurable work plans, second,

the use of technology in learning, monitoring and evaluating teacher performance. In addition, planning carried out by school principals has a very significant impact on the progress of educational institutions such as clarity of learning objectives and increased teaching readiness.

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