

# Principal Management in Improving Teacher Professionalism in Elementary School

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**Abstract**

This research uses a type of qualitative research with a qualitative descriptive approach. The object of this research was carried out at SD Negeri Paripurna. Data collection techniques using Observation, Interview, and Documentation. Sources of data in this study included school principals, Deputy Head of Curriculum Affairs, PAI teachers, and class teachers at SD Negeri Paripurna. The analysis techniques used in this study are data collection, data reduction, data presentation, and conclusion. The triangulation used to test the validity of the data is technique and source triangulation. The results showed that (1) the management of the principal at SD Negeri Paripurna, Sumedang Regency, consisted of planning, organizing, implementing, and supervising. The planning carried out by the principal includes the school's vision and mission, and work programs to improve teacher professionalism. Implementation, the program carried out by the school principal, namely the implementation of the management strategy "Kudu nepi saméméh indit" or "must arrive before leaving" implemented by the Principal of SD Negeri Paripurna has been communicated and understood by all implementing elements at SD Negeri Paripurna to build "management Happy Monday". The implementation of the HAPPY MONDAY Program is one of the programs to increase teacher professionalism (2) The steps taken by school principals to improve teacher professionalism are implementing the Happy Monday program which is scheduled once a week every Monday. Motivate and encourage continued education and participation in training activities or teacher competencies. teacher development through assignments.

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**Abstrak**

Penelitian ini menggunakan jenis penelitian kualitatif dengan pendekatan deskriptif kualitatif. Objek penelitian ini dilaksanakan di SD Negeri Paripurna. Teknik pengumpulan data menggunakan Observasi, Wawancara, dan Dokumentasi. Sumber data dalam penelitian ini meliputi Kepala Sekolah, Wakasek Bidang Kurikulum, Guru-guru PAI, dan Guru-guru kelas di SD Negeri Paripurna. Teknik analisis yang digunakan dalam penelitian ini yaitu pengumpulan data, reduksi data, penyajian data, penarikan kesimpulan. Triangulasi yang digunakan untuk menguji keabsahan data adalah triangulasi teknik dan sumber. Hasil penelitian menunjukkan bahwa (1) Manajemen kepala sekolah di SD Negeri Paripurna Kabupaten Sumedang terdiri dari perencanaan, pengorganisasian, pelaksanaan, dan pengawasan. Perencanaan yang dilakukan oleh kepala sekolah tersebut didalamnya terdapat visi dan misi sekolah, program kerja untuk meningkatkan profesionalisme guru. Pelaksanaan, program yang dilaksanakan kepala sekolah yakni Penerapan strategi manajemen "Kudu nepi saméméh indit" atau "harus sampai sebelum pergi" yang diterapkan Kepala Sekolah SD Negeri Paripurna telah dikomunikasikan secara jelas dan dimengerti oleh seluruh unsur pelaksana di SD Negeri Paripurna dalam upaya membangun "manajemen Senin Bahagia". Dan pelaksanaan Program SENIN BAHAGIA menjadi salahsatu program untuk meningkatkan profesionalisme guru (2) Langkah-langkah yang dilakukan kepala sekolah dalam meningkatkan profesionalisme guru adalah melaksanakannya program Senin Bahagia yang terjadwal seminggu sekali setiap hari senin. Memotivasi dan mendorong melanjutkan pendidikan dan mengikuti kegiatan diklat atau kompetensi guru. pembinaan guru melalui penugasan.

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## INTRODUCTION

The principal has a main role as a leader in educational institutions, namely creating a conducive teaching and learning atmosphere so that teachers can provide teaching to students so that the teaching and learning process can run smoothly (Alwi & Mumtahana, 2023; Daheri, Meliani, Putra, Saputra, & Syarifah, 2023). When carrying out their duties as a school principal, a school principal has a dual responsibility, namely, carrying out the school administration process to create a good teaching and learning situation and carrying out supervision so that teachers improve and are competent and professional in carrying out teaching tasks and in guiding the growth of students (Heriyono, Chrysoekamto, Fitriah, & Kartiko, 2021; Kartiko, Wibowo, Gobel, Wijayanto, & Saputra, 2023; Parhan, Budiyanti, & Kartiko, 2024). The existence of teachers among students is to melt the atmosphere of freezing, confusion, and also heavy learning boredom that has been received by the students. Conditions like this certainly require skills from a teacher, and all of this cannot be done by teachers. Realizing the following, the researcher considers that the existence of a professional teacher is indispensable (A, Widyawati, & Dwiayama, 2024).

Professional teachers are a determining factor in the quality education process. To become professionals, they must be able to find their identity and actualize themselves. The very low priority given to educational development over the past few decades has had a very wide impact on the life of the nation and the State (Amelia, Aprilianto, Supriatna, Rusydi, & Zahari, 2022; Aprilianto & Fatikh, 2024; Rosyadi, Aprilianto, & Rofiq, 2023). Responding to the current decline in education, researchers strongly consider the importance of having professional teachers. Therefore, a teacher is not only limited to carrying out his profession, but a teacher must have a great desire to carry out his duties by improving the quality of service to his students both in terms of intellectual and other competencies that will support improvements in the implementation of teaching and learning activities and be able to bring good learning achievements (Indawati, Kartiko, Suyitno, Sirojuddin, & Fuad, 2022; Jumiati & Kartiko, 2022).

SD Negeri Plenary Sumedang Regency is an institution under the auspices of the Ministry of Education and Culture. This school has been established since 1997. And has accreditation B. with details of accreditation values, including; The standard value of ISI is 90, the standard value of the process is 93, the standard value of graduates is 82, the standard value of education personnel is 85, the value of facilities and infrastructure is 73, the standard value of management is 83, the standard value of financing is 95, the standard value of assessment is 75 until the final value of the accreditation of SDN Paripurna Sumedang Regency is 85.

From the above score, educators when accreditation get a score of 85. The number of teachers at SD Negeri Paripurna Sumedang Regency is 20 people, there are 6 civil servants and 14 honorary teachers. From this availability, 8 teachers have been certified and 12 teachers who are certified. The success and achievement of education are

influenced by all elements in educational institutions, especially in SD Negeri Paripurna, so cooperation is needed from all components in educational institutions, especially in learning which the most important component is a professional teacher (Alazeez, AL-Momani, & Rababa, 2024; Annisa, Akrim, & Manurung, 2020).

From the background that has been explained by the researcher, as well as the efforts of school principals in improving professionalism in schools, researchers are interested in research to find out how school principals manage teachers to improve their professionalism by raising the title "Principal Management in Improving Teacher Professionalism at SD Negeri Paripurna, Sumedang Regency"

## **RESEARCH METHODS**

This research uses a qualitative approach. A qualitative approach is an approach that in the process is based on deep thinking about positivism which serves as a tool to conduct research with natural object conditions. A qualitative approach to research is concerned with subjective assessments of attitudes, opinions, and behaviors. Research in such a situation is a function of the researcher's insights and impressions. (Slamet: 2022) This study uses a type of field research in the form of a case study. In this type of research, the data collection process is carried out in the field. Such as the social environment of the community, community organizations, educational institutions both formal and non-formal, and government institutions. Researchers go to the field to make observations about a phenomenon in a natural state.

The location of this research is SD Negeri Paripurna which is located in Sumedang Regency, West Java Postal Code 45363. The time of this research was carried out in the even semester of the 2022/2023 school year.

The data collection techniques in this study are Observation, Documentation, and Interviews (triangulation). (Sugiono: 2013) To analyze the data, it can be done through 4 stages based on Miles and Huberman's theory, namely: 1) Data collection 2) Data reduction, 3) Data Display, and 4) Verification and conclusion extraction. (Husni Abadi: 2020) Triangulation is a data validity check technique that utilizes something else. (Moleong: 2012) This technique is carried out by the research by comparing and checking the findings through the main informant with other informants.

## **RESEARCH RESULTS AND DISCUSSION**

### **Principal Management in Improving Teacher Professionalism at SD Negeri Paripurna, Sumedang Regency**

A manager can make plans regarding the determination of activities that must be carried out to achieve a goal based on facts that include actions, directions, and directions in the next action. The principal as a manager must be able to take steps related to what must be implemented. The things that need to be considered in formulating the plan are: 1) determined based on the vision, mission, and goals of education, 2) containing steps or procedures in the process of activities to achieve goals, 3) becoming a control tool for controlling assets owned by the school, especially school human resources (principals, teachers, employees, students, school committees), 4) containing

the formulation of the results to be achieved in the process of educational services to students. 5) Concerning the future of the development and development process of education at a certain time.

The planning referred to here is the first series of activities related to the principal management process in improving teacher professionalism. Teacher professionalism planning is an action for the future to achieve the expected vision and mission of the school. Planning is the initial stage before carrying out an activity. Planning can be in the form of targets to be achieved as a step to determine goals. There are three steps taken by the principal in planning to improve the professionalism of teachers, including 1)

Formulation of the school's vision and mission, Vision can be said to be a common goal of the school community and all interested parties in the future. Based on the documentation study of the principal's plan, this can be seen based on the documentation. Regarding the involvement of teachers, school committees, and stakeholders in the formulation of the school's vision and mission.

Based on the results of an interview with the principal, Mr. Cecep Abdul Salam, S.Pd., M.M., he always involves all teachers, considering environmental aspects in school policies, including in the formulation of the school's vision and mission. This is important according to him because the operation of this school is very dependent on the cooperation of the principal, teachers, and the community. So they must be involved in this.

As long as there is a policy to establish planning, the principal always pays attention to needs (need assessment), pays attention to the vision and mission, educational goals of the school, and analyzes job positions to then prepare the right structural design, as the main basis in placing people/teachers in the right position. In planning to improve teacher professionalism, the principal has also based it on needs analysis, and work analysis and is future-oriented so that it can avoid mistargeting and overlapping work and assignments at school. 2) The formulation of the school work program is based on the formulation of the vision, mission, goals, objectives, strategies, and policies that have been set. In formulating a school work program, several things need to be considered A school work program is an implementation of the school's goals and strategies, so in formulating it must be in tune with the goals and strategies that have been set and in formulating the school program must be determined who will be in charge of each school work program and when the steps will be completed. Regarding the implementation of the teacher professionalism improvement program which is a series of activities/part of management, the principal of SD Negeri Paripurna explained that planning in improving teacher professionalism is planned and determined in the form of face-to-face meetings/meetings with teachers, staff, and all education staff led by the principal. In the program called HAPPY MONDAY, a meeting like this is held once a week on Monday.

The formulation of the HAPPY Monday Management Commitment as the implementation of a school transformation program for professional teachers of SD Negeri Paripurna. The Role of School Principals in Resource Management Change

(Framework Maker) Improving the quality and productivity of education personnel is an integral part of the development of human resource management in a school. The existence of education personnel in schools is a valuable asset for school development. The success of a school is determined by the quality of the people who are in it. Changing the school is changing the people in it

Happy Monday is an acronym for "Sauyunan Enyaan Nanjeurkeun Ideal Netepken Noble Character Active Harmonious Enthusiastic Joy Innovative Adaptive". Happy Monday is the commitment and consistency of SD Negeri Paripurna teachers to achieve their goals (vision and mission), plans and hard work which are carried out every Monday after the end of 2 hours of lessons. Goals, plans and hard work require commitment and consistency. Without commitment will never start. Without consistency it will never be solved. Goals without a plan are futile and plans without hard work are impossible to achieve what is aspired to.

The acronyms "monday" are: Sauyunan; According to Sundanese writer Wahyu Wibiksana consists of two syllables, namely sa which means one (hiji) and uyun which means step (langkah). Sauyunan, from these two words, according to him, means united when stepping (ngahiji when stepping). Another word that contains the equivalent of sauyunan is sabilulungan or saaleutan. Thus, sauyunan contains the meaning of togetherness that is filled with a pleasant atmosphere and produces something beneficial for all parties involved, the meaning is synonymous with at-taawun (please help). Enyaan; It means seriously. Nanjeurkeun; emphasizing means saying firmly. Ideal (adjective or adjective); It is very in accordance with what is aspired or desired. Solution; Establish has meaning in a class of verbs or verbs so that establish can express an action, existence, experience, or other dynamic meaning.

The acronym "happy" the word happy is an acronym for the mission of SD Negeri Plenary, namely: Noble character; is a state inherent in a person that is manifested in the form of good and positive deeds for life and this becomes a habit. Active and creative; In the sense of active language is active (work, effort). The term active, meaning learning is an active process of building meaning and understanding of information, science and experience by students themselves. According to the term creative, it means that learning is a process of developing students' creativity, because basically every individual has imagination and curiosity that never stops. Harmonic While the term harmony comes from the Greek, namely 'harmonia' which means bound in harmony and suitability. Harmony in philosophy is defined as cooperation between various factors in such a way, until these factors produce a noble unity. A harmonious relationship between teachers and students will create closeness, so that learning goals can be achieved optimally.

Teachers must create a comfortable and pleasant classroom atmosphere during KBM (Teaching and Learning Activities) for students in the classroom. Even outside the classroom, teachers must still establish good relationships with students, such as serving students' learning difficulties and dealing with student problems to provide solutions. Enthusiastic in learning; Enthusiasm for learning is passion, enthusiasm, great interest

in learning activities. Enthusiasm for learning is an attitude of enthusiasm, motivation, encouragement that comes from within human beings themselves without any coercion from anyone. Happy; a state or feeling of comfort and peace. Innovative; According to information in the Great Dictionary of the Indonesian Language, the definition of innovative is something that introduces something new or has the benefit of renewal (new creation). Innovative learning is learning that is oriented towards strategies, methods or efforts to improve all positive abilities in the process of developing students' potential or abilities. Adaptive; in the Great Dictionary of the Indonesian Language (KBBI) is easy to adjust (to oneself) to the situation. Adaptive learning is a learning process by adjusting the conditions, needs and environment of students so that there is a mastery of knowledge, attitudes and skills. The adaptive process is carried out by measuring students' learning modalities and considering them in the learning design process.

Thus, Happy Monday is the commitment and consistency of SD Negeri Paripurna teachers to achieve goals (vision and mission), plans and hard work that are carried out every Monday after the end of 2 hours of lessons with the spirit of togetherness filled with a pleasant atmosphere and producing something useful for SD Negeri Paripurna.

The commitment of the management of Monday Bahagia is a strong belief and support from the principal as a manager to carry out, implement, and implement a policy that is determined jointly by conducting internal deliberation/discussion of the school with continuous implementation to evaluate a program and as a forum to improve teacher competence so that the goal of implementing the policy can be achieved. From this explanation, the principal always controls and supervises the implementation of the program to improve the professionalism of teachers.

Organizing is an ability that must be possessed by a school principal who plays the role of a manager. Organizing is carried out by dividing tasks to all stakeholders involved in educational cooperation. This organization is carried out to regulate all the resources needed, including human elements. The organization of the principal is carried out by preparing teachers in mastery, assigning teachers by the principal as needed, the division of teacher duties and the availability of the school's organizational structure. The results of the organization carried out by the principal described in the interview is that the principal said that as a principal, the most important and main thing seen from the professionalism of the teacher is the service to the students, able to develop methods, able to understand the condition of the students so that from the two will run will achieve the goals expected in KBM itself.

Teachers must provide good service to students and be able to develop methods creatively. In the teaching and learning process, teachers provide good service, by providing knowledge, knowledge and morals/attitudes, good manners, and examples. Providing teaching through varied teaching is not monotonous and not boring. Provide an evaluation that is in accordance with the material taught and can be accounted for.

The principal is needed in developing the progress of the school for the better, which is accompanied by cooperation with teachers so that the achievement of the expected success of school goals can be realized. This is certainly the duty of the principal to be able to continue to foster teachers so that they want to realize the school together, one of which is in the learning process and the final achievement, namely the achievement of the expected visions and missions.

### **Description of Principal Management Steps in Improving Teacher Professionalism at SD Negeri Paripurna**

Based on the results of the researcher's interview with the principal, he explained that the activity is scheduled once a week there is a Happy Monday activity so the activity discusses what problems are encountered and what obstacles often occur in daily teaching and learning activities. Then as a step to improve the professionalism of teachers. The principal in improving the professionalism of teachers explained that the professional competence of teachers needs to be measured, to measure the success of teachers there is a monitoring system, namely supervision then the results are outlined in the PK (Work Assessment) so in the PK we can see the success of the teacher and that is where we also see the shortcomings and anticipation, namely participating in seminar or training training activities and that is one of the duties as a principal of an assessment in the field called Supervision.

Education and training are also useful for teachers to obtain new information related to education, teaching, new methods in the field of learning as well as useful for teachers who are compiling a teacher certification portfolio as an additional point to meet the set points to achieve graduation. The statement was added by the principal related to the steps in improving the professionalism of teachers, namely in order to improve the professionalism of teachers, the principal always sends teachers in turn and in accordance with their field of study to participate in training, seminars, workshops, workshops or other educational activities both held by the training center (government), private organizers and training held independently by the school. Then to improve teachers' careers and improve academic qualifications and will also have an impact on increasing teachers' professionalism, further studies are very and even absolutely carried out.

In the observation of researchers at SD Negeri Plenary, the principal has a S2 degree and 1 teacher who is still completing his S2 study, has received a professional teacher certificate, in this case ppg which is 7 people. Various parties always support measures to improve teachers' professional competence because the programs are positive, bringing a good impact on the professional level of teachers. These programs are to improve teachers' professionalism so that the goals of education can be achieved properly. So that it is able to give birth to great, dignified, and responsible human beings.

Regarding the use of methods in teaching and learning activities by teachers, the principal explained that in the use of learning methods, teachers should be good at using interesting methods or strategies, but in the selection of these methods and strategies are

not only seen from the level of attractiveness, but also from the compatibility between the method and the subject matter. According to the principal's explanation, teachers must be able to choose interesting learning methods and must be adjusted to the subject matter. The use of interesting methods certainly makes students enthusiastic in participating in learning because the methods used are not rigid and do not make students bored. Choosing a method is not easy because not all teachers understand how to choose a good method, even though they understand that sometimes they only know the name but do not understand how to apply it.

The principal also often conducts evaluations of teachers to improve the professionalism of teachers. Regarding teacher evaluation, the principal said that in this evaluation discussion, it is usually about the problem of teacher performance in carrying out their duties in teaching students in the classroom. Then the evaluation that is carried out at all times is supervising the teachers in the classroom and outside the classroom and carrying out directly or indirectly. Based on the implementation of this supervision, teachers are required to always be ready with their various tasks

## **Discussion**

### **Principal Management Planning in Improving Teacher Professionalism**

According to experts, planning is the calculation and determination of something that will be carried out in order to achieve a certain goal, who does it, when, where, and how to do it. Planning is the first activity that must be carried out in administration. A good plan should be achieved in the efforts to develop the school in the medium term outlined in the work program, and the formulation of goals that are the target of the school, namely short-term goals, improvement in both quality improvement, effectiveness, productivity, and efficiency, priorities are always seriously considered and made specific (Bakri, Nasucha, & M, 2021; Huda & Rokhman, 2021; Rokhman & Munir, 2022; Sirojuddin, Ashlahuddin, & Aprilianto, 2022). The goals are clearly defined and accompanied by detailed indicators to achieve the vision, mission, and goals. In formulating activity programs to improve teacher professionalism, it is carried out by mapping teachers' work profiles using self-evaluation instruments at the beginning of the school year whose results are used as a reference in planning professional development programs, in organizing activities to improve teacher professionalism is carried out by professional meetings such as KKG or teacher working groups, including teachers in education and or training programs.

The main purpose of planning is for the organization to be able to objectively see internal and external conditions so that the organization can anticipate changes in the external environment. The researcher's response is that in the planning and implementation of management, everything is carried out well based on the documentation obtained during the research (Hasan, 2022; Hasanah, 2021).



### **Organizing Principal Management in Improving Teacher Professionalism**

Organizing according to George R. (Terry, 1977) in his book *The Basic Basics of Management* states about organizing that organization is the determination, grouping, and arrangement of various activities needed to achieve goals, placement of people (employees), towards these activities, provision of physical factors suitable for work needs and appointment of authority relationships, which are delegated to each person in relation to the implementation of each activity expected. Paying attention to this opinion, all work programs that have been planned will succeed well if the program is regulated, the person in charge is appointed, given instructions and a clear description of the task. It is clear that the insurer is directed at what kind of goals will be achieved in terms of determining the objectives, why it is necessary with regard to the reasons or motives for the need for the activity, how it will be carried out in terms of work procedures, targets, and costs. When it will be implemented with respect to the people who are also involved in the implementation of the activity. conduct an assessment with respect to activities, which have been interrupted, are being completed, and will be completed. Possibilities What possibilities may affect the implementation and activities of making adjustments and changes to the plan (Rokhman, Usman, Usman, Kassim, & Muslihun, 2023).

Based on the results of the research, the first thing that the principal does in the implementation of planning is to determine the goals as a form of the school towards the vision and mission, explaining what they want. Answer and task corridor, then overlapping programs and ambiguity can be avoided. Organizing is the grouping of activities to be carried out or the distribution of tasks and functions to each individual in the organization. The researcher made direct observations of teachers, what the principal did in organizing to see the results of the teacher's work in the preparation of the curriculum and the preparation of assessments/evaluations. Teachers perform their duties and functions well complementing the learning tools that are made every semester from semester 1 to semester 2. Teachers complete the preparation of learning tools as one of the main requirements for the implementation of teacher learning that needs to be completed.

Organizing is the manager's duty to subordinates in organizing existing resources to achieve goals. This activity will involve the division of duties, functions, authorities and responsibilities of each personnel. This is intended to avoid the possibility of overlapping in just one person. In addition, the division of duties can foster deepening of the work, so that the work will be smoother and more orderly.

Implementation of Principal Management in Improving Teacher Professionalism.

Actuating or implementation has an important meaning in the implementation of organizational activities because it is also the core of management. According to George R. Terry in his book *The Basic Basis of Management*, mobilization is to awaken and encourage all members of the group to be willing and try hard to achieve the goal sincerely and in harmony with the planning and organizing efforts of the leadership, Without implementation, the plan that has been prepared cannot be implemented

because there is no driving force for the implementer to carry out duties and willing to cooperate. In the implementation of actuating, among others, it is providing motivation, guidance, relationships, implementing communication, developing or improving implementers (developing people). The principal of SD Negeri Paripurna in the implementation program provides opportunities for teachers to improve professionalism through the management of Happy Monday. The initiative to achieve quality by the Principal refers to the vision and mission that is communicated as a policy clearly and understandably and can touch people's hearts and minds towards the quality desired by all implementing elements at SDN Paripurna. So that with the awareness of making "determination" by all implementing elements at SD Negeri Plenary to implement and be responsible for achieving quality. The Principal as a manager must meet personally with Educators and Education Personnel to convey information, provide briefings, and answer questions from each Educator and Education Personnel.

The principal is directly involved, because the application of quality is a learning process so that the principal needs to be directly involved in order to understand the problem in real terms so that the decisions taken will meet the demands of the field. The steps taken are as follows: 1) Understand ideas or ideas. In this case, the presentation of the concept needs to be made as simple as possible but with full confidence that the idea is very likely to be implemented in the SDN Plenary environment. Among the ways that can be done is to hold a deliberative forum/discussion supported by reading or guidance. 2) Generating motives or impulses that can cause to be pleased with the idea of quality that has been understood. In this case, in addition to the affirmation of the interests or benefits that can be achieved, the conveniences from it need to continue to be emphasized. Presenting evidence of success and availability of the necessary things will greatly help this step. 3) Convincing the determination of acceptance of ideas. The involvement of all parties in embodying the Curriculum at SDN Paripurna must believe that in their position as users is the main concern. 4) The implementation of ideas can be affirmed by two very basic organizing principles, namely: 1) Quality/quality is everyone's work in school administration. 2) Quality/quality can be no one's job. The implication of this principle is that the Principal must realize that the responsibility for the quality of many individuals will be carried out effectively if they are supported and served by a neat management function. One of the special tasks is the quality of learning, the important field of activity is quality control, and the only responsibility is to ensure that the learning results achieved are correct. 3) Conduct follow-up. This step is related to the possibility that what is implemented does not continue and or that initially chooses not to implement and then becomes implemented. Even those who carry it out may not be in accordance with their conscience considerations or the so-called dissonance of innovation. Therefore, various "incentives" in the sense of awards and recognition are very important to maintain the sustainability of the implementation of quality ideas.

In building a "Happy Monday management commitment" at SD Negeri Paripurna with the implementation of strategic management by the principal, namely the strategy "Kudu nepi saméméh indit" or "must arrive before leaving". This strategy is communicated clearly and understandably and can touch people's hearts and minds towards the quality desired by all implementing elements at SD Negeri Paripurna.

In the presentation of the concept of "Kudu nepi saméméh indit" is made as simple as possible but with full confidence that the idea is very possible to be implemented in the environment of SD Negeri Plenary. The concept of "Kudu nepi saméméh indit" begins with 3 (three) questions as follows: 1) *Rek Kamana?* (where are you going?) It is a question related to the vision, mission, and goals of the school. This needs to be understood, formulated, and implemented together. 2) *Where is Keur?* (where?) is a question related to the condition of the school from various aspects (duties and functions, competencies, human resources, teaching and learning activities, learning outcomes, facilities and infrastructure, etc.). 3) *How to do it?* (what should I do?) It is an action that must be taken after understanding the purpose and conditions of the school.

So that with the awareness of making "determination" by all implementing elements at SD Negeri Plenary to implement and be responsible for achieving quality.

The application of quality is a learning process so that enthusiastic communication is needed for continuous internal school deliberation/discussion with the involvement of *Sauyunan Enyaan Nanjeurkeun Ideal Netepken* from all implementing elements at SD Negeri Paripurna which is held every Monday after class hours are over.

As an effort to provide quality teachers with the commitment of the Happy Monday management as follows: 1) There is a fact of a statement of commitment from teachers to carry out deliberations/discussions every Thursday after class hours are over. 2) There is teacher participation. Participation means the involvement of teachers in mental and emotional aspects that encourage them to contribute to the achievement of the school's organizational goals. Participation is one of the ways to motivate that has a special characteristic that is different from others. This is because participation is more emphasized on the psychological aspect than on the material aspect, meaning that by involving someone in it, that person will be responsible. This form of participation is actually a communication process or technique of obtaining and utilizing feedback from teachers in the decision-making process. However, in this case, the teacher does not have the authority to make a decision because the authority for a decision is only the prerogative of the principal as the manager. Teachers only participate in the process of identifying or identifying problems, conducting monitoring and evaluation of their work, reporting on their activities, and suggesting or proposing suggestions for solving problems. 3) There is a quality improvement team. The establishment of the School Quality Improvement Team (TPMS) of SD Negeri Plenary which is tasked with formulating and controlling quality improvement programs. All functions of the organization are built on the concept of quality, teamwork, productivity, and customer achievement and satisfaction. The School Quality Improvement Team (TPMS) with the

Quality Control Group (GKM) as a problem-solving team or worker group. The Quality Control Group (GKM) is an approach to quality control through the growth of teacher participation. GKM is a formal and institutionalized mechanism that aims to find solutions to problems by putting pressure on participation and creativity among teachers. GKM conducts quality control tools and problem-solving processes through activities to identify, select and analyze various problems. The group then conveyed alternative solutions to the leadership (principal) as a consideration for decision-making that will be applied by management. In this framework, quality control is the responsibility of every teacher. GKM is an approach to fostering teachers that aims to make every teacher a decision-maker as far as their work is concerned. 4) There are improvement activities. This corrective action is to overcome quality problems that occur through workshops and IHT can understand easily.

There is teacher training. The implementation of training with the following approaches: Internal Approaches, which is training carried out in the workplace. This training includes, among others, individual apprenticeship (one-on-one training), on-the-job training, group training, and media modules (media-based instruction) which can consist of audio, video and workbooks. The form of apprenticeship in the field of education is in the form of a team of senior-junior teachers with the essence of juniors learning from the senior who is a good example (role model).

There is an elimination of the cause of error. At SD Negeri Plenary, they try to eliminate the cause of the error. This means at the same time making improvement efforts. One of these efforts is the opportunity for teachers and education staff to communicate to school principals which of their jobs are difficult to do. The method or step is taken by encouraging communication between teachers and education personnel with school principals regarding obstacles and challenges in building quality. Then an examination of the problems that occur is carried out for solutions or solutions to the problems.

There is a confession. SD Negeri Plenary or the principal stated that it would be important to give appreciation to those who participated in terms of quality improvement. Rewards are necessary to complement positive actions. Ways or steps to give awards by thanks, giving certificates, eating together and the like.

Supervision of Principal Management in Improving Professionalism. Teachers In every implementation of organizational work, supervision is the main factor in achieving the goals and objectives of the organization. Supervision is the process of determining what will be achieved or the goals that are to be expected, namely standards. What is being produced, namely implementation, assessing implementation and if necessary taking corrective action so that the implementation can run according to plan, namely standards. It also formulates supervision (controlling) as an effort to research the activities that have been carried out. The principle of effective supervision helps our efforts to organize planned work to ensure that the implementation of the work takes place according to plan. Supervision can only be carried out if the manager can be responsible for the implementation of the plan.

### **Analysis of Principal Management Steps in Improving Teacher Professionalism**

Based on Law Number 14 of 2005 concerning Teachers and Lecturers, article 1 states that teachers are professional educators with their core obligations are to educate, teach, guide, direct, train, assess, and evaluate students in early childhood education in formal, primary, and secondary education. Meanwhile, article 7 states that the teaching profession and the lecturer profession are fields of work. Teachers as a profession have a series of important duties consisting of education, teaching, and training. Educational activities mean continuing and deepening various values of life. Teaching activities are meaningful to continue and develop knowledge and technology. Meanwhile, training activities are meaningful to develop various talents and abilities in students. Teachers' professionalism in learning is a manifestation of work results in planning, implementing, and evaluating student learning outcomes. In carrying out these performances, there are several competencies that determine the success of a teacher in carrying out his duties (Attsaury, Hadiyanto, & Supian, 2024; Huda & Rokhman, 2021).

Meanwhile, the steps taken by teachers in improving their professionalism independently include: attending seminars, training, workshops, KKG (Teacher Working Group), continuing education, and learning from various media. According to Mulyasa, improving teacher professionalism can also be done by participating in scientific activities, attending educational courses and participating in teacher training organizations. With the increase in professionalism, teachers are expected to improve the learning process in the classroom for the better.

The achievement of educational goals is greatly influenced by the leadership skills and wisdom of the principal who is one of the educational leaders. Because the principal is a professional official in the school organization who is in charge of managing all organizational resources and cooperating with teachers in educating students to achieve educational goals. With the professionalism of the principal, the improvement of teacher professionalism will be easily realized. Discussing supporting and inhibiting factors, the first thing that must be realized is that in general, every activity whose orientation is to achieve a goal always faces several supporting and inhibiting factors. Likewise, the management of the principal in improving the professionalism of teachers that takes place at SD Negeri Paripurna is inseparable from the supporting factors and inhibiting factors that arise from various aspects of educational activities. Based on the results of this interview, this study shows that the principal of SD Negeri Paripurna in carrying out his duties as a manager, there are several supporting factors and inhibiting factors, including

Supporting Factors for Principal Management in Improving Teacher Professionalism.

Based on the results of the research, teacher qualifications are good, teachers at SD Negeri Paripurna have completed S1 and some have even completed S2, and there are also many who have obtained educator certification, but in terms of teaching duties, of course, they still have to be improved and developed in order to serve students as well as possible.

### Factors Hindering Principal Management in Improving Teacher Professionalism.

The inhibiting factors that come from within are from the educators themselves who sometimes have difficulties in terms of time to carry out teacher professional development, lack of training, and lack of realization in their deliverers, From the results of interviews in research, this Factor that hinders the management of school principals in improving teacher professionalism is the existence of the Happy Monday program that is implemented, the first is the birth of an agreement, the birth of commitment becomes a commitment This is the key to the implementation of Happy Monday. Because this happy Monday is carried out outside of class hours, the commitment is of course an obstacle to measuring the extent of the commitment itself. According to Blau and Boal (Sopiah, 2008), organizational commitment is the soul of the corps and loyalty of members to the organization and organizational goals. Madjid (2016) concluded that a teacher's organizational commitment to his school can be characterized as follows: 1) a strong determination to remain a member of the school organization and will do his best to advance the school; 2) make maximum efforts as desired by the school organization; and 3) believe in and accept the school's values and goals.

From the observation of the researcher, the supporting factors supporting teachers' professionalism are the skills, abilities possessed by teachers and motivation in themselves to develop and improve their performance. The supporting factors for the professional development of teachers at SD Negeri Plenary are those that come from outside and from within. The supporting factor that comes from within is the existence of a leadership system that is quite good. So that they are able to play an active role in developing the professionalism of their educators. One of the efforts to improve the development of teacher professionalism is to program Happy Monday activities as a forum to develop teacher professionalism. In addition, the motivation factor from the principal. Because in line with the opinion of experts According to Mulyasa, the management of the principal is one of the factors that can encourage/motivate the school to realize the vision, mission and goals and objectives of the school through programs that are implemented in a planned and gradual manner

The motivation factor is formed from a teacher's attitude in dealing with work situations. Motivation is a condition that moves a person who is directed to achieve educational goals. Meanwhile, the researcher's understanding that teacher supporting factors are the abilities possessed by teachers, both from potential and skills in their fields, so that it can be mentioned in this study that teacher supporting factors are skills, self-ability, and self-motivation. The inhibiting factors are the lack of maximum number of certified honorary teachers, the lack of maximum use of technology and information, and teachers still cannot divide time between homework and in the school environment, so that school work is sometimes slow to be carried out because the lack of time division is an obstacle that occurs.

## CONCLUSION

The management of the principal at SD Negeri Paripurna Sumedang Regency consists of planning, organizing, implementing, and supervising. The planning carried out by the principal includes the school's vision and mission, work programs to improve teacher professionalism. The implementation of the program implemented by the principal, namely the implementation of the management strategy "Kudu nepi saméméh indit" or "must arrive before leaving" implemented by the Principal of SD Negeri Paripurna, has been clearly communicated and understood by all implementing elements at SD Negeri Paripurna in an effort to build "Happy Monday management".

The steps taken by the Principal in Improving Teacher Professionalism at SD Negeri Paripurna, Sumedang Regency are to implement the Happy Monday program which is scheduled once a week every Monday. Motivate and encourage continuing education and participating in teacher training or competency activities. Teacher coaching through assignment with daily performance reports collected every week. Then motivate teachers to improve professionalism by participating in educational and training activities, seminars and workshops. To provide the best service to students so that they are able to develop various varied and innovative learning methods.

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