

Entrepreneurship Competencies in Head of School Implementation of Integrated Quality Management SMP Negeri 7 Salatiga

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Abstract

The purpose of this study is to describe the competence of principals in implementing total quality management at SMP Negeri 7 Salatiga through entrepreneurial competence with three detailed tasks according to Permendikbud Number 15th 2018 namely: (1) planning an entrepreneurship development program, (2) implementing an entrepreneurship development program, (3) carry out an evaluation of the entrepreneurship program. This research is a qualitative with a phenomenological design. The data sources of this research are principals, teachers, administrative employees. The data obtained were analyzed through the stages of data collection, data reduction, data presentation and drawing conclusions. Data triangulation is used to check the validity of the data. The results showed that the entrepreneurial competence of the head of SMP Negeri 7 in implementing total quality management was realized by the success of the principal in planning an entrepreneurship development program by forming a team, delegating tasks, coordinating and socializing. In the implementation of the program the school principal succeeded by instilling innovative values, hard work, never giving up, strong motivation bringing the impact of quality improvement. While in the implementation of the evaluation of the entrepreneurship program with supervision, overcoming obstacles, and reporting on the implementation of each program as a reference for the next program.

Keywords

competence; principal; entrepreneurship



I. Introduction

The success of a school requires the role of all parties, one of which is the principal. Not only that, the principal also plays an important role as a leader in school management, including managing educators, education staff and students. This is as explained by Sidiq (2021:73) that the main task of a school principal is to be fully responsible for all activities that take place in the school. Sumidjo (2002:83) also argues that the principal also consists of two words, namely "Head and School". The word head can be interpreted as "chairman or leader" in an organization or institution designation. While the school is an institution where it is a place to receive and give lessons. For this reason, the principal must have the knowledge and skills to realize the vision, mission and goals of the school that has been programmed. Education is a very important human need because education has a duty to prepare Human Resources (HR) for the development of the nation and state (Pradana et al, 2020). According to Astuti et al (2019) Education is an obligation of every human being that must be pursued to hold responsibilities and try to produce progress in knowledge and

experience for the lives of every individual. Education is one of the efforts to improve the ability of human intelligence, thus he is able to improve the quality of his life (Saleh and Mujahiddin, 2020). Education is expected to be able to answer all the challenges of the times and be able to foster national generations, so that people become reliable and of high quality, with strong characteristics, clear identities and able to deal with current and future problems (Azhar, 2018). Education and skills are the main keys in gaining social status in community life (Lubis et al, 2019).

In connection with this, some must be controlled by the principal, this is as stated in the Regulation of the Minister of National Education of the Republic of Indonesia Number 15 of 2018 article 9 states that the principal's workload is entirely to carry out the duties of: 1) managerial, 2) entrepreneurial development, and 3) supervision of teachers and education staff. With this workload, it is expected that the principal has three competencies, namely managerial competence, entrepreneurial competence, and supervisory competence.

In this study, it will focus on one of the competencies, namely entrepreneurship. Entrepreneurial competence is a competency that must be possessed by school principals, because with these competencies a leader will find it easier to develop schools. For this reason, leaders in a school with the competencies they have must be able to realize quality education. Integrated quality management (MMT) is a strategy used to manage an organization with continuous improvement so as to provide both internal and external customer satisfaction. In the implementation of integrated quality management requires the involvement of all elements in the organization, especially education in schools.

As corroborated by the theory stated by Ibrahim & Rusdiana (2021:22) that integrated quality management can be defined as a management system that involves all elements of staffing within a company, both in the goods sector and in the service sector, with the aim of improving the quality, efficiency and effectiveness of production in both industrial and other institutions.

SMP Negeri 7 Salatiga is a public school that is less attractive to customers because of its location close to the village. However, based on interviews, observations and documentation that the researchers did, it can be seen that in the implementation of integrated quality management related to the entrepreneurial competence of principals, there are several steps, including: 1) planning an entrepreneurship development program, 2) implementing an entrepreneurship development program, 3) carrying out an entrepreneurship program evaluation.

Relevant research results by Hasanah & Nurafni (2021) explained that the principal also plays an important role in helping teachers realize student interest in entrepreneurship development. Next research by Sariyasni & Budiyo (2019) found that quality improvement through the role of the principal's entrepreneurial competence can be seen from the context, input, process and product.

The results of the previous research above are different from the research that the researchers did, which aims to describe the steps of the entrepreneurial competence of school principals in implementing integrated quality management to realize the quality of education. It is hoped that this research will provide input related to the implementation of integrated quality management with the entrepreneurial competence of school principals in improving the quality of education with a description of the steps as follows, namely: 1) planning an entrepreneurship development program, 2) implementing an entrepreneurship development program, 3) carrying out an evaluation of entrepreneurship programs.

Based on the description that has been described by the researchers at the beginning, the researchers are interested in conducting research with the title "Entrepreneurial Competencies of Principals in the Implementation of Integrated Quality Management at SMP Negeri 7 Salatiga". The formulation of the problem that the researchers examined were as follows: 1) how did the principal plan the entrepreneurship development program? 2) how did the principal implement the entrepreneurship development program? 3) how did the school principal carry out the evaluation of the entrepreneurship program?

The objectives of this study are: 1) an analysis of the description of the entrepreneurial competence of the principal in planning the entrepreneurship development program, 2) the analysis of the description of the entrepreneurial competence of the principal in implementing the entrepreneurship development program, 3) the analysis of the description of the entrepreneurial competence of the principal in carrying out the evaluation of the entrepreneurship program.

II. Research Method

The research method used in this study is a qualitative approach. According to Sutarna (2019:95) Qualitative research is carried out to obtain in-depth or meaningful data, so that it is expected to obtain definite data and information. Based on this, the researcher uses a qualitative method with a phenomenological approach because the target of this study is to understand the behavior or actions and policies taken by the leadership in the application of integrated quality management (MMT).

Data collection techniques used in this study were interviews, observation and documentation. From the data collected, it was analyzed in several stages as follows: data reduction, data presentation, and drawing conclusions. As for checking the validity of the data or triangulation of sources and data collection techniques, the purpose of which is not only to find the truth of the observed phenomena but to understand what and how the researcher understands what has been found during the research.

III. Result and Discussion

The principal's performance can be seen in terms of developing entrepreneurial competencies, because it will determine the quality of graduates and affect the success of a school in achieving its organizational goals. Based on Permendikbud No. 15 of 2018 article 9 states that the principal's workload is entirely to carry out the tasks: 1) managerial, 2) entrepreneurship development, and 3) supervision of teachers and education staff. The principal's competence in entrepreneurship development will be the focus of the researcher's research.

Based on the research results of interview data, documentation and observations made by researchers that the head of SMP Negeri 7 Salatiga has implemented integrated quality management with his entrepreneurial competencies by starting from planning a program, then implementing the program to evaluating the program.

3.1 Planning an entrepreneurship development program

Planning will be a very decisive process for an entrepreneurship development program that will be implemented in an education, especially schools can be realized as desired.

Based on the observations and documentation of the researchers that in planning the entrepreneurship development program at SMP Negeri 7 Salatiga, first form a team that will carry out the program.

After careful planning is carried out by delegating tasks, coordinating for the program to be held, then program socialization activities are carried out to all school residents.

Can be concluded that Planning is the first step taken to manage a program. Entrepreneurship development programs in schools are needed to build the existing culture in schools, so school principals play an important role in developing the program.

This is in accordance with the theory (Mulyadi: 2010) in Wulogening & Timan, (2020:139) which states that as a leader, the principal is required to influence his subordinates in an effort to improve members and their culture, provide motivation related to the behavior of their employees and determine organizational goals.

The planning of the entrepreneurship development program for the head of SMP Negeri 7 Salatiga can be seen in the steps of the development program, namely:

- 1) The principal creates a team that will carry out the development program.
- 2) Delegation of tasks to plan the program.
- 3) Carry out coordination to discuss the program.
- 4) Socializing the entrepreneurship development program.

Based on the findings of the data above, the principal of SMP Negeri 7 Salatiga in every step of program planning involves internal and external customers for quality improvement.

3.2 Implement entrepreneurship development programs

Implementation of entrepreneurship development program will succeed if the principal has an entrepreneurial spirit and the involvement of all elements both internal and external as evidence that integrated quality management is running well. The following is the implementation of the entrepreneurship development program in accordance with the program that has the following characteristics:

1) Innovative

In this dimension the principal of SMP Negeri 7 Salatiga has created something new so that it can improve the quality of the school. Based on the observations and documentation that the researchers did, the principal also tried to innovate by always creating pleasant conditions for both teachers and students so that they felt comfortable to be in school with the availability of adequate learning tools or facilities.



Figure 1. Making a Hand Washer Evidence of Principal's Innovative Behavior

2) Hard work

In the dimensions of the hard work of SMP Negeri 7 Salatiga, it can be seen by planning a program that is carried out as a team.



Figure 2. *Renovating Abandoned Green House Evidence of the Principal's Hard-Working Behavior*

The statement of Mr. Rahmad Danang Yuliyanto, S. Pd as the deputy head of the school related to the principal's hard work in improving the quality of his school by providing employee teachers with training.

3) Never give up

In the unyielding dimension, the principal of SMP Negeri 7 Salatiga is looking for solutions related to the obstacles faced so that they can improve the quality of schools. Through interviews, observations and documentation of researchers that "The Principal of SMP Negeri 7 Salatiga has begun to focus on fixing the facilities and infrastructure to support school activities with the aim of beautifying and promoting the school.

From the observations of the researchers that the efforts of the principal, seen in his leadership, not even two years, have been able to add various buildings such as:

- (1) School Gate
- (2) School Signboard
- (3) Gazebo
- (4) Student Toilet



Figure 3. *Gazebo construction Evidence of the School Principal's Never Give Up Behavior Program*

4) Strong motivation

Strong motivation must be owned by the principal in order to achieve the school goals set. Based on the observations and documentation of researchers that the Principal of SMP Negeri 7 Salatiga has tried to motivate the teachers and employees in the form of

instilling discipline, where this activity can be seen in the morning before learning or activities begin. Teachers and employees must gather in a hall to carry out morning prayers, with the aim that all stakeholders can be on time in carrying out their duties and be motivated after receiving coaching.

3.3 Carry out an evaluation of entrepreneurship programs

Evaluation of the entrepreneurship program is carried out by the principal to get an idea of how big the level of success is. Based on the observations and documentation of the researchers, the evaluation of the entrepreneurship program carried out at SMP Negeri 7 Salatiga has gone through a supervisory process by finding obstacles in the school programs implemented but not all of them have been resolved.

According to the principal, the program evaluation was carried out to get an idea of whether the program was running well or not. The results of the interview with him stated that “when we have an idea related to school development that is ripe for planning, it turns out that our program is not running optimally or not as expected. So, it is certain that we as school principals in entrepreneurship must uphold these four values, such as innovation, hard work, never giving up, and strong motivation”.

Evaluation according to Taufikin, et al (2022:4) is an activity to research and find out the implementation that has been done. Through observations and documentation of researchers related to program evaluation, the principal of SMP Negeri 7 Salatiga has carried out evaluations, but not all have been carried out optimally. With several programmed programs, there are still obstacles, namely human resources who are not competent in their fields, which is the weakness of the program.

In line with theory Darmayanti & Wibowo (2014:227) above that evaluation is also important to find out whether the program is running according to the design and to find out to what extent the program has also achieved the expected goals.

In line with research Istiqomah (2022) with the title "Entrepreneurial Competencies of Principals in the Edupreneurship Program at SMPN 2 Pulung District, Ponorogo Regency" concluded that the entrepreneurial competencies that must be met by school principals include five characteristics, namely: a) the creation of innovations that are beneficial for school development, b) working hard in achieving success school, c) strong motivation to succeed in carrying out their main tasks and functions as a leader, d) never give up and always look for solutions to problems that arise, e) entrepreneurial instinct in managing school service production activities as a source of student learning.

In research conducted by researchers related to entrepreneurial competence. The principal of SMP Negeri 7 Salatiga with entrepreneurial competence in the implementation of integrated quality management has complied with procedures including:

- 1) Planning an entrepreneurship development program where in planning an entrepreneurship development program can be seen from the steps by: (a) Team formation, (b) delegation, (c) coordination, (d) socialization.
- 2) The implementation of the entrepreneurship development program where the principal in implementing the program can be seen from the steps that instill values: (a) innovative programs, (b) hard work behavior programs, (c) unyielding behavior programs, (d) strong motivation.
- 3) Implementation of the evaluation of the entrepreneurship program where the principal supervises and overcomes obstacles related to the program.

IV. Conclusion

The principal's competence in implementing integrated quality management which is very necessary to improve the quality of education is in accordance with Permendikbud No. 15 of 2018 namely managerial, entrepreneurial, and supervisory competencies.

The entrepreneurial competence of the principal at SMP Negeri 7 Salatiga in the implementation of integrated quality management includes planning, implementing, evaluating entrepreneurship development programs. The development program implemented by SMP Negeri 7 Salatiga focused on internal and external customers, namely self-development for students, teacher and employee performance and completeness of infrastructure. However, it has not been maximized in implementation and evaluation, this is due to limited human resources, especially internal customers.

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