



Educational Governance Based on Heart Management at Negeri Elementary School 173529 Tampahan, Toba Regency

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ABSTRACT

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Education is an activity to educate a nation. Formal education is a tiered and structured education consisting of basic education, secondary education and higher education. Educational institutions (schools) must be managed properly, so that the goals of school education can be achieved. The purpose of this study was to determine how the management of education based on heart management at SD Negeri 173529 Tampahan, Toba Regency. Data collection techniques were carried out by observation and interviews. The data analysis technique was carried out by qualitative descriptive analysis. The results of the study are that in school management, leadership is needed from a school principal. In addition to leadership, a school principal becomes an innovator, motivator and entrepreneur (entrepreneur). In management, innovation in management of the heart is also needed,

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1. Introduction

Education is an activity carried out with self-awareness to meet the needs of developing self-potential to have religious spiritual knowledge, self-control, personality, intelligence, noble character, skills for himself, the nation and the state. Formal education is a structured and tiered educational path consisting of basic education, secondary education and higher education as stipulated in Law Number 20 of 2003 concerning the National Education System. (<https://edukasi.pajak.go.id/jenjang-education/sd.html>).

In the mandate of the 1945 Constitution, it is stated that education in elementary schools is an effort to educate the nation and give birth to people who are devoted, love and proud as Indonesians, skilled, creative, virtuous and able to solve problems. (<https://disdik.bekasikab.go.id/berita-pengertian-dan-purpose-education-dischool-elementary.html>)

Tasting education is a human right, because with education humans can develop the potential that exists in themselves. Education is a way for a nation to build its country through quality human resources. Through education the quality of human resources can be improved. Indonesia has a demographic bonus because the productive age population is greater than the non-productive population. This demographic bonus provides an opportunity to increase people's welfare. However, this must be balanced by the quality of its human resources, if this is not fulfilled then the opposite will happen, the demographic bonus will be a disaster for the country (<https://repository.unair.ac.id/67784/1/Sec.pdf>)



When discussing education, of course, it cannot be separated from school governance. In the sustainability of the organization, governance has an important role to achieve organizational goals. Without good governance, organizational goals will not be achieved. Transparent and accountable governance is needed so that the sustainability of the organization can achieve its goals (Noor and Rahmatllah; 2020: 2).

Implementing education governance requires coordination of all parties involved in the institution. Educational governance must create synergy between educational institutions and their stakeholders and there must be a strong commitment from the parties involved in educational institutions, and clear and transparent performance accountability (Noor and Rahmatllah; 2020: 2).

SD Negeri 173529 Tampahan Toba Regency has 79 students divided into 6 classes, namely grades 1 to 6. This school has 9 teachers, 1 principal and 1 school operator. The school has 6 classrooms which are still inadequate, with 1 teacher's office which is also the principal's office and the operator's office. Governance in this school is not adequate due to lack of coordination between the parties involved in this institution. This is obtained by the author based on the results of interviews with the principal. This school does not have its own land, currently the school building is still on land owned by the Tampahan HKBP church. Therefore, schools do not have the freedom to carry out school construction. Likewise, support from the surrounding community is also inadequate. Funds obtained from the Toba District Education Office for building development, etc., are often constrained by the difficulty of obtaining permits from those who own the land and support from parties involved in school institutions.

Due to the difficulties in governance at SD Negeri 173529 Tampahan, Toba Regency, an innovation is needed in creating synergy between the parties involved in the school institution. Heart Management is a pattern of education management governance that uses the heart to unite the manager or owner and all components involved in education in one family. The Heart Management governance treats all components involved in education as "Business Owners" or who own the education itself. Principals, teachers, education staff, students, school committees, parents of students, City District Education Office, Provincial Education Office, public/community.

From the above background, the authors chose the title, "Heart Management-Based Education Governance at SD Negeri 173529 Tampahan, Toba Regency." The purpose of this study was to find out how the management of education based on Heart Management at SD Negeri 173529 Tampahan, Toba Regency.

School, a system which is an organized social interaction and consists of people who interact with each other and are bound together in organizational relationships called a school. School is a social system characterized by interdependence between parts and is a complex network of social relations and has a unique culture (Marini, 2016: 6).

In the 1945 Constitution, the efforts made to educate the nation and give birth to a nation that is devoted to God Almighty, loves and is proud of the nation and state, is skilled, has noble character and is polite, and is able to solve problems that occur in their environment. Base. Elementary school education is education for children aged 7 to 13 years which is developed in accordance with the education unit, regional potential and socio-cultural)

Elementary school education as basic education for the nation's children should be managed properly and correctly. Because this education is a foothold to continue to a higher level. If in this basic education students are wrong in receiving education, it will have bad consequences at the next level. Management Education, Understanding management from various perspectives and variations is an effort to manage (manage) the organization to achieve the goals set effectively, efficiently and productively. Doing the right thing or being able to achieve goals well is the meaning of the word effective, while efficient is doing something right (doing things right) (Hidayat; 2009)

Husaini Husman (Hidayat; 2009) defines Education Management as an art and science that manages all educational resources in realizing the learning process and learning atmosphere so that students actively



develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character. . As well as the skills needed by himself, society, nation and state.

Elementary School Governance, Parents entrust their children to be educated in elementary school, of course this must be balanced by the school by providing the best education for their students. However, there are still many elementary schools that are still in poor condition. School governance is a key element to improve this. Concrete steps that can be taken to realize quality elementary schools are changing the mindset of "What can I get at school" to "What can I give to school"

According to Corrie (1995) in Machfudhotin (2020), the mindset in an organization is to shape individual values and perceptions that will affect attitudes/attitudes, commitments/commitments and performance/performance, so it's not just shaping organizational structures and processes. In its implementation, so that school governance can run well, effectively and with quality, school principals, teachers, school committees, parents of students must all have the same mindset to provide the best for schools.

Analyzing School Strengths, Weaknesses, Opportunities and Threats (SWOT) Schools and local governments can map school conditions starting from curriculum and learning elements, students, educators and education staff, facilities and infrastructure, management and financing, partnerships, etc. From the results of this mapping, a SWOT analysis can be carried out, namely how to prepare strengths, overcome weaknesses, find opportunities, and strategies to deal with various kinds of threats. So that it can identify what needs to be improved and optimized for school progress

Develop an integrated School Work Plan (RKS) based on the results of the analysis. School planning documents are a basic reference for school development. Therefore, planning must be prepared properly and seriously to realize quality schools and can be implemented. Government facilitation in the form of School Operational Assistance (BOS) funds can be used to support learning activities in schools. The School Budget Work Plan (RKAS) can be optimized for any funding needs that are a priority in improving school quality. Principals together with district/city governments, committees and teachers can formulate strategies for improving school quality through BOS funds for gradual fulfillment, the Regional Revenue and Expenditure Budget (APBD),

The implementation of RKS with excellent team management and collaboration leadership (leadership) of the principal is the spearhead in realizing the school's plan towards quality elementary schools. According to Asman and Ahmad (1998) in Machfudhotin (2020), there are 3 leadership models commonly used by school principals, namely: first, the Autocratic Model / Autocratic leadership model, the principal does not provide opportunities for school members to provide suggestions or ideas, but always provide information for them. Second, the consultative Model / Consultative Leadership Model which has 2 versions, the first version, the principal asks for information and suggestions from school members, but does not ask them for solutions. The second version, the principal presents the problem and at the same time asks for solutions from school members. This consultative model prioritizes the authority and responsibility of the principal as the final decision maker. The third model, the Participatory Model / Participatory Leadership Model, principals and school members collaborate together to analyze problems, identify alternative solutions that can be taken and consider and determine joint decisions. This last leadership model is considered more effective by various parties because it can foster positive perceptions and attitudes from school members to jointly improve schools into quality schools (<http://ditpsd.kemdikbud.go.id/article/detail/lima-key-management-primary-school-to-realize-quality-primary-school>) Participative Model / Participatory Leadership Model, principals and school members collaborate together to analyze problems, identify alternative solutions that can be taken and consider and determine joint decisions. This last leadership model is considered more effective by various parties because it can foster positive perceptions and attitudes from school members to jointly improve schools into quality schools (<http://ditpsd.kemdikbud.go.id/article/detail/lima-key->



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In managing primary schools, a management framework is needed which is a series of relationships and responsibilities within the organization. This management framework is a determination and clarity of the role of each individual in the organization by answering the question of: "Who does the work?" and "Who is responsible for the work." (Marini; 2016: 45). According to Wiles & Bondi (1993) in Sewang (2015: 82), schools as educational institutions must be led by a principal who is able to manage and mobilize school resources to achieve educational goals. Therefore, creative and capable principals are needed.

In Edi Harapan, Ilhamsyah, Agus Mulyani (2022), visionary leadership is the ability to carry out organizational performance adaptively and always be anticipatory to future changes in every Hidayah educational institution (2016). Visionary leaders affect the quality of governance, where the principal in carrying out his duties is not alone, but must be supported by all teachers and education personnel in the school (Khalimah: 2018). The quality of governance of educational institutions is the full responsibility of the principal, therefore the principal must be able to play a role as educator, managerial, administrator, supervisor, leader, innovator, motivator (EMASLIM) (Mulyasa: 2011) and entrepreneurship.

Heart is a feeling, soul, mind, or place to store understanding, and conscience is nur which means light. So conscience is a feeling, soul, human heart that has been illuminated by light so that it radiates honesty. In other words, conscience is the bottom of the heart or the deepest feeling, because in the heart resides love, honesty, sincerity and deep concern for others. Conscience becomes important in management or leadership because wise and wise leaders are guided by conscience in carrying out their leadership. In achieving the goals of individuals, groups, and countries, the management process is not only dominated by rational or intellectual considerations but also conscience. Conscience involvement means including empathy, justice, honesty, spirituality and humanity into the management process. Leaders with a conscience not only organize planning, organizing, implementing, controlling based on rationality but also involving conscience to achieve the goals of the organization they lead (Surbakti; 2012: 1-2). The management of the heart treats all parts of the educational institution as a family and all parts of the educational institution are the owners of the education.

Because all parts of educational institutions assume that they are the owners of the education which is the spirit of heart-based education governance, all activities contained in educational programs or school programs are carried out sincerely without being forced by expecting the best results for all, not only for individuals and certain groups but for the common good. In heart management, the owner or manager of the company considers employees or laborers not only workers but considers them to be members of the



company owners, so the success or profit obtained is not only an increase in the quantity of money value, but more than that all members feel happy, happy and trust each other. each other.

2. Research Method

The research was conducted at SD Negeri 173529 Tampahan, Toba Regency. The objects of research are all components of SD Negeri 173529 Tampahan Toba Regency, namely: Principals, teachers, students, and parents of students as well as parties related to school governance at SD Negeri 173529 Tampahan Toba Regency. Data collection techniques were carried out by observation and interviews. The data analysis technique was carried out by qualitative descriptive analysis.

3. Results and Discussion

In carrying out primary school governance, coordination is needed from all parties involved in an educational institution. The results obtained by the authors in this study that the governance of SD Negeri 173529 Tampahan Toba Regency requires coordination from the parties involved in this institution. The condition of this school is that it still has the status of boarding the HKBP Tampahan Church, of course the HKBP church is one of the parties involved in the governance of SD Negeri 173529 Tampahan, Toba Regency. To develop a school building and other facilities, of course, it requires permission from the HKBP church. Therefore, a good relationship and coordination with the HKBP church is needed. If coordination with the church is not good, it will hinder the development of buildings and other facilities.

Likewise, other elements of governance, namely teachers, education staff, school committees, parents and the Toba District Education Office can work together with school principals in planning school budgets. In this case, transparency and accountability from the principal is needed so that stakeholders can clearly see the management of the school budget and have confidence in the school. This is very important because with the trust of stakeholders, the principal is more flexible in managing this elementary school. Especially in managing the School Operational Assistance Fund (BOS), stakeholders in this case parents need to know more clearly so that parents' trust in the school is higher,

The School Work Plan (RKS) should be carried out based on the results of the analysis that has been done previously, so that the work plan can be carried out as well as possible and in accordance with the needs of the school. The school work plan is a reference in carrying out school performance so that school quality can be guaranteed. In the school work plan, it should not only be the will of the principal, but also involve teachers, education staff, school committees, parents and the Toba District Education Office.

To manage so that the coordination of each related element in the governance of SD Negeri 173529 Tampahan, Toba Regency can be achieved, it is necessary to:

1. Principal leadership

The principal as a leader in the school must have the ability to manage all the resources in the school. The principal as the main person in charge of implementing school governance in order to cover various weaknesses in governance, the principal must be able to become managerial, administrator and supervisor. The results of Beauty Lolla PM, Riwardi, Maman Surahman's research (2019), the principal's leadership is as follows:

- a. As a leader (leadership). The principal's leadership task (leadership) is as a manager or manager in the school. The principal has a principal work program. The principal must direct teachers to be optimistic and lead to the school's vision and mission. In directing the teacher the approach used is more familial.



- b. As an innovator, as a principal reformer, he has a creative and critical mindset, before implementing innovation, he first discusses it with elements of other institutions.
 - c. As a motivator, the principal provides motivation to teachers in a familial, adaptive, cooperative and caring manner.
 - d. As an entrepreneur (entrepreneur), the principal is transparent, responsible, hardworking, willing to take risks, positive-minded and forward-looking.
2. Heart Management
- In carrying out the governance process at SD Negeri 173529 Tampahan, Toba Regency, it is necessary to innovate Heart Management, where the principles of Heart Management are in line with Good Governance (good management governance) and are carried out as one family. The functions of Liver Management as the center of governance are:
- a. Guiding teachers, students, and education staff in schools
 - b. Manage all school needs together with family members at school
 - c. Planning, implementing, evaluating programs and activities in schools collaboratively
 - d. Implement 12 good governance as standards for democratic education management, namely: transparency, openness, participation, accountability, coordination, responsibility, independence, equality or fairness, legal certainty, professionalism, responsiveness to stakeholder needs, proportionality
 - e. Receive suggestions and input from all components related to the school and carry it out sincerely in order to achieve the goals and welfare of all school family members
 - f. In implementing learning and curriculum, heart management gives trust to the principal to carry out leadership based on the needs of the school family

In improving the quality of school education, principals who function as principals must pay attention to improving the quality of schools (Noor and Rahmatllah; 2020: 149-150)

4. Conclusion

In school management, leadership is needed from a principal who can coordinate with every element (section) of the school. In addition to leadership, a school principal becomes an innovator, motivator and entrepreneur (entrepreneur). In management, innovation in the management of the heart is also needed, which conducts management with kinship and good governance.

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