

## Models Of Good School Governance

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### ABSTRACT

School administration should focus on improving oriented performance in terms of policies and procedures that will be implemented in schools. the principle of good school governance that mediates various interests to reach a broad consensus about what is in the best interest of the school community regarding policies and procedures. The purpose of this research is focused on efforts to produce a picture of the potential, implementation and analysis of the implementation of consensus-oriented vocational education so as to produce quality graduates. The results of this study are: 1) analysis of the implementation of good school governance in vocational schools; 2) analysis of supporting and inhibiting factors for the implementation of good school governance in vocational schools; and 3) good school governance model design in vocational schools. This research is a qualitative research with a naturalistic phenomenological approach, with a case study research design. The subjects in this study were school principals, teachers, DU/DI parties, stakeholders and the community. The research object is an analysis of the good school governance model at SMK Negeri 4 Lhokseumawe. Data collection techniques using interviews, observation and documentation. Data analysis was carried out through individual case and cross case analysis. The data analysis technique used is data reduction, data presentation, and drawing conclusions. The importance of this research is to be able to produce a recommendation that is more objective and applicable so that it is useful as a significant input in the framework of overcoming the problem of unemployment for vocational high school graduates in Lhokseumawe City. The contribution of this research is to produce a recommendation model for the implementation of consensus-based vocational schools as a key factor in the success of good school governance. Good school governance is a management model that is appropriate to be applied in the management of Vocational High Schools. Good school governance as a management model that provides greater autonomy to schools and encourages participatory decision-making that directly involves all school members (teachers, students, principals, education staff, parents of students) even the business and industrial world, as well as society as a whole wider.

**Keywords:** *Good School Governance, management, Vocational.*

### 1. INTRODUCTION

In accordance with Law Number 20 of 2003 concerning the National Education System Article 15, the existence of SMK is designed to prepare graduates to work in certain fields. This shows that vocational secondary education is aimed at producing graduates who are ready to work, either working independently or working in certain industries. Vocational schools are required to be able to produce graduates as expected by schools, society, and the business and industrial world. The workforce needed is a workforce that has work competence in accordance with the field, has the ability to adapt, and is highly competitive.

The reality on the ground found a gap between expectations and reality, this can be seen from data from the Aceh Central Statistics Agency for November 5 2021 that unemployment for graduates of SMK is still the highest compared to graduates of other educational levels, namely 10.55%.

One of the efforts that must be carried out immediately is to build an intensive pattern of cooperation between schools and industry. Several school activities always involve the industrial world, such as industrial work practices, on job training, industrial visits, and teaching factories. Sometimes the industry involved doesn't really play a big role because the industry usually has a pragmatic mindset towards business profits [1]. The gap between education and employment will widen if the needs of workers do not match those of the industry. To narrow the gap, education needs to include the needs expected by the industry. [2] revealed that schools must use an approach to the business world and the industrial world in order to participate in developing the planning, implementation and evaluation of teaching programs so that SMK graduates become competent workforce.

Several SMKs in Lhokseumawe City found a systematic empirical and theoretical phenomenon related to SMK quality management. Vocational High School graduates cannot answer the needs of the business and industrial world and cannot be absorbed into employment according to the current conditions of the digital era. The description of the main problems in school management so far are: 1) the involvement of business, industry and the community is not yet optimal in the preparation of the curriculum; 2) the curriculum is not yet fully in accordance with the era of digitalization; 3) the pattern of cooperation between schools and industries is only limited to student internships; 5) many graduates are still reluctant to take competency certification; and 6) the availability of productive teachers is inadequate, many productive teachers are not up to date in the technological developments used in their expertise programs which affect the teaching and learning process which also affects the competence of students. This certainly results in a minimum of SMK graduates who work according to their competency expertise.

The solutions offered to overcome the various problems above are good school governance by bridging different interests in order to build an overall consensus both among school members and school relations with the business world and the industrial world. School administration should focus on improving consensus-oriented performance in terms of policies and procedures that will be implemented in schools. Consensus orientation is a principle of good school governance that mediates various interests to reach a broad consensus about what is in the best interest of the school community regarding policies and procedures.

The purpose of this research is focused on efforts to produce a picture of the potential, implementation and analysis of the implementation of consensus-oriented vocational education so as to produce quality graduates. The results of this study are: 1) analysis of the implementation of good school governance in vocational schools; 2) analysis of supporting and inhibiting factors for the implementation of good school governance in vocational schools; and 3) good school governance model design in vocational schools.

The importance of this research is to be able to produce a recommendation that is more objective and applicable so that it is useful as a significant input in the framework of overcoming the problem of unemployment for vocational high school graduates in Lhokseumawe City. The contribution of this research is to produce a recommendation model for the implementation of consensus-based vocational schools as a key factor in the success of good school governance. Good school governance is a management model that is appropriate to be applied in the management of Vocational High Schools. Good school governance as a management model that provides greater autonomy to schools and encourages participatory decision-making that directly involves all school members (teachers, students, principals, education staff, parents of students) even the business and industrial world, as well as society as a whole. wider.

## 2. LITERATURE REVIEW

### 2.1. Gap between Education and Work

The gap between education and training in recent years has become a hot topic for policy makers and practitioners. Several alternative programs were launched and invested significant resources to enable close linkages between schools and industry. The aim of education in the 21st century or industrial century is to emphasize collaboration between humans and technology. Vocational High Schools (SMK) as one of the important role holders in preparing the workforce are required to always be able to keep up with the growing market needs. The goal of SMK education is to be able to produce graduates who are able to work, develop themselves, young entrepreneurs in accordance with their respective competency skills. The following is the gap between education and work as shown in Figure 2.1.



Figure 2.1. Gap between Education and Work

### 2.2. The Concept of Good School Governance

Governance is the exercise of economic, political and administrative authority to manage accounting affairs at all levels consisting of mechanisms, processes and institutions through which groups of citizens articulate their interests, exercise their legal rights, fulfill their obligations and mediate differences [3] (Jindai, 2014).

Governance is basically about effective leadership that can be used as a mechanism to create processes, systems and controls that apply and appropriate behavior to ensure long-term sustainability and continuity in an organization such as a school [4] (FEDSAS, 2015). Governance is the main determinant for growth, development and poverty reduction [5]. Governance describes the mechanisms used by organizations to ensure that their constituents follow established processes and policies [6].

Good governance is a requirement for all public administration materials and is carried out through collaboration, partnerships between government and society, the private sector and non-governmental organizations [7]. Good governance can also be considered as a new paradigm in the field of public management [8]. Good governance means competent management of a country's resources and affairs in a manner that is open, transparent, accountable, fair and responsive to societal needs [6].

### **3. METHODOLOGY**

The type of research used is descriptive qualitative research. Qualitative descriptive research is a research model with inductive thinking techniques, making humans (researchers) the main research instrument and carried out by collecting qualitative data. The place where this research was carried out was SMK Negeri 4 Lhokseumawe. The design in this study uses case studies, because cases that occur between different places and research settings and are studied based on cases that occur, both in groups and individually.

The data analysis technique used is an interactive model from Miles and Huberman (1994: 12), namely: data reduction, data presentation, and drawing conclusions. Checking the validity of the data in this study used a triangulation technique. Triangulation is a technique for checking the validity of data that uses something other than the data for checking purposes or as a data comparison. This technique is carried out by looking for other sources related to the focus of this research. In order to determine the validity of the data, inspection techniques are needed. According to Lincoln and Guba (1985:289) the implementation of inspection techniques is based on four criteria, namely: credibility, transferability, dependability and confirmability.

### **4. RESULT**

The application of the principle of transparency has a score of 86.32% or is in good criteria. SMK Negeri 4 Lhokseumawe applies the principle of transparency in creating good school governance in the aspect of industrial cooperation administratively, the school continues to strive to be open to the curriculum planning process and the realization of the achievements of the work carried out by school residents.

The application of the principle of independence at SMK Negeri 4 Lhokseumawe has a score of 89.69% or is in good criteria. So that it can be interpreted that there is an effectiveness of independence from schools in making decisions concerning educational institutions. School independence as an autonomous effort for schools so that all school activities and operations become the responsibility of the school in creating Good School Governance within the school environment.

### **5. CONCLUSION**

Improving SMK performance is based on the principle of consensus-based education by optimizing leadership, strategy, customers, measurement analysis and knowledge management, workforce, operations and results. These criteria must be based on the SMK's vision and mission, which are the main values and concepts for the direction of school development, so that they can meet or even exceed the National Education Standards.

### **AUTHORS' CONTRIBUTIONS**

This research is to produce a recommendation model for the implementation of consensus-based vocational schools as a key factor in the success of good school governance. Good school governance is a management model that is appropriate to be applied in the management of Vocational High Schools. Good school governance as a management model that provides greater autonomy to schools and encourages participatory decision making that directly involves all school members (teachers, students, principals, education staff, parents of students) even the business and industrial world, as well as society as a whole wider.

## ACKNOWLEDGMENTS

Acknowledgments to Malikusaleh University through the Research Institute and to the Community for the financial support of the Advanced Knowledge and Skills Project for Sustainable Growth Project in Indonesia (AKSI) - Asian Development Bank (ADB) Unimal in the List of Budget Execution (DIPA) of Malikussaleh University Budget 2022.

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