School Management in Creating Effective Schools in the Covid Era at Adyatma Sukodono Lumajang Pharmaceutical Vocational School

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ABSTRACT: Efforts to improve human resources have been made maximally by the government, namely by enacting Law number 20 of 2003 concerning the National Education System. This means that legally formal Indonesia has a stronger foothold in implementing education. adequate and competent in their field. One of the educators who have an important role in school management is the principal. The principal has an important role in managing the school administration in order to progress. The role of the principal has two main functions, namely the principal as an educational administrator and as an educational supervisor. The threats or crises that are currently being faced are not necessarily bad for schools. On the contrary, it can motivate schools to be better in the future. For example, many schools have ended up doing digital transformation by using web-based applications to facilitate the learning process, meetings, and managerial coordination when working from home. The biggest challenge is that the current pandemic has made schools change all learning arrangements, including at the Adyatma Lumajang Pharmacy High School. The results obtained from the managerial competition consist of 4 aspects, namely planning, organizing, directing, and monitoring. Aspects of planning obtained 815% high category results, organizing results obtained 730% high category results, guidance obtained 414.12% high category results, and supervision obtained 3568% high category results. It can be said that the school's managerial ability in planning to create an effective school is in accordance with the criteria for an effective school. Namely, the principal plans the vision, mission and goals of the school which are then translated into documented short-term programs, medium-term programs and long-term programs.

KEYWORDS: Covid, School Managerial, Effective School

INTRODUCTION

Educational resources are clearly not just adequate facilities and infrastructure, but also educational resources that must be adequate and competent in their fields. One of the educators who have an important role in school management is the principal. The principal has an important role in managing the administration of the school so that it can progress. The role of the principal has two main functions, namely the principal as an education administrator and as an educational supervisor. Business managers, office managers, school administrators, organizers, professional leaders, good executives, staff movers, school community relations officers, and community leaders include the principal's duties as school administrator. Curriculum consultants, educators, psychologists and supervisors are the duties of the school principal as educational supervisors in schools (Hidjaya *et al.* , 2018) . Administrative processes, including: problem identification, diagnosis, problem solving, setting goals, making decisions, planning, organizing, coordinating, delegating, communicating and evaluating (Yaqin, 2011).

Managerial capabilities in schools can run as they should, but it's different now where the pandemic outbreak has changed all arrangements including those in schools. This is a problem in itself that is unique to be studied. December 2019, the phenomenon of collective pneumonia appeared in the South China seafood market in Wuhan, Hubei Province, China (Chaolin, 2020). The World Bank stated that the Covid-19 pandemic is now threatening and has great potential to make educational outcomes worse. The pandemic has had a huge impact on education by closing schools almost everywhere in the world. But it is possible to overcome these shocks, and to turn crises into opportunities. The first step is to successfully overcome school closures, by protecting health and safety and doing what they can to prevent students from missing out on remote learning. At the same time, countries need to start planning for school reopening. That means preventing dropouts, ensuring healthy school conditions, and using new techniques to promote rapid recovery of learning in key areas once students return to school (World Bank, 2020).

Several other policies related to the existence of a pandemic are the establishment of a Fast Action Team (TGC) in the territory of the state entry authority at airports/seaports/state land border crossing posts (PLBDN). Issuance of Presidential Decree

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(Keppres) No. 7 of 2020 concerning the Task Force for the Acceleration of Handling *Corona Virus Disease* 2019 (Covid-19) on 13 March 2020; and Presidential Decree No. 9 of 2020 concerning Amendments to Presidential Decree No. 7 of 2020 on March 20, 2020. 3 months electricity fee waiver for 24 million 450VA electricity customers, and a 50% discount for 7 million subsidized 900VA customers. Government Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions in the framework of Accelerating the Handling of *Corona Virus Disease 2019* (Covid-19) was enacted on March 31, 2020. Regional Governments (Pemda) can implement Large-Scale Social Restrictions (PSBB) for one province or district/ certain city. The PSBB is carried out with a proposal by the governor/regent/mayor to the Minister of Health. Schools also have an impact due to the pandemic, so that it can become a separate threat to schools (Ministry of Foreign Affairs, 2020).

The threat or crisis that is currently being faced is not entirely bad for schools. On the contrary, he can actually motivate the school to be better in the future. For example, many schools are ultimately carrying out digital transformation by using web-based applications to facilitate the learning process, meetings and managerial coordination when working from home. The decision to pivot to distance learning was made quickly, especially by institutions operating a co-leadership model, which benefited from greater aspects of agility, innovation and collaboration.

In their initial research, Fernandez and Shaw (2020) highlight three leadership best practices for navigating unexpected adaptive challenges such as those posed by the coronavirus pandemic. First, by adopting a type of servant leadership, which emphasizes empowerment, involvement, and collaboration, academic leaders with emotional intelligence and emotional stability must put the interests of others above their own. Second, academic leaders must distribute leadership responsibilities to a network of teams throughout the organization to improve the quality of decisions made in crisis resolution and third, leaders must communicate clearly and frequently to all stakeholders through various communication channels (Antonio, 2020).

One of the schools affected by the Covid pandemic outbreak is the Pharmacy Vocational High School (SMK) Adyatma Sukodono Lumajang. Adyatma Sukodono Lumajang Pharmacy Vocational School is the first vocational high school in Lumajang district with a major / study program in pharmacy. Established on May 21, 2013, at Jalan Soekarno Hatta No. 26 Selok Besuki Village, Sukodono District. This school is enough and very interesting to do research. This school is equipped with facilities for the principal's room, teacher's room, library room, treasury room, administration room, deputy principal's room , warehouse room , UKS, bathroom and toilet, besides that it is also equipped with other infrastructure such as computers, LCD projectors and the internet. . This school has also won several achievements in several competitions in the pharmaceutical field . The development of this school is very clear from the description of the school profile contained in the attachment to this proposal. From the description of the school's profile and from the search results of the author, this school is indeed quite different in its development and progress.

This school's managerial ability is very interesting to study in more depth, because not all schools are able to carry out these managerial tasks properly, so the authors are very interested in researching more deeply, how is the managerial ability of schools in managing schools so that they become effective schools. Especially managerial skills in the current pandemic era. How does the school structure deal with this problem so that researchers are interested in further research related to school management in the covid era. It is hoped that this research can be used as material for reflection for schools and students as well as other parties with an interest in improving the quality of education. To uncover this phenomenon, the author analyzes and explores it in a school managerial research title in creating effective schools in the Covid era (Case Study at Adyatma Sukodono Pharmacy Vocational School, Lumajang) .

This research focuses on analyzing managerial in creating effective schools during the Covid era. The sub focus of this research is planning , organizing , directing , and controlling *as* a process of creating effective schools in the Covid era at the Adyatma Sukodono Pharmacy Vocational School , Lumajang.

LITERATURE REVIEW
The Nature of Management and Managerial

Managerial comes from the word management, which in the Big Indonesian Dictionary means; effective use of resources to achieve goals. Meanwhile, managerial in the dictionary is interpreted as related to managers: high skills are needed for every leader. Management means a process carried out to realize organizational goals through a series of activities in the form of planning, organizing, directing and controlling people and other organizational resources (Naim, and Asma: 2). The word managerial is essentially closely related to management, and managers or managers or emphasizing managers. The word management comes from the Latin language, namely from the word manus which means hand and agere which means to do. These words are combined into the verb managere which means to handle. Managere is translated into English in the form of a

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verb *to manage* (a noun), with the noun management, and *manager* for people who carry out management activities. Management is translated into Indonesian as management (management).

Management is the process of achieving organizational goals by carrying out the activities of the four main functions namely *planning, organizing, leading,* and *controlling* (Boedowi, 2015: 7). Karwati and Priansa (2013: 4), state that management is the process of planning, organizing, leading and supervising the work of members of the organization and using all existing organizational resources to achieve organizational goals. While management in terms according to Mulyasa (2009) is a process of developing cooperative activities of a group of people to achieve predetermined educational goals. The process of controlling the group's activities includes planning , organizing , actuating , and controlling *as* a process to turn the vision into school action.

Schools together with school members have the authority to make decisions regarding the management of education. School management aims to improve the quality and effectiveness of schools (Purwanti and Suwandayani, 2020:12). Management can be defined as managing. Arrangements are made through a process and are arranged based on the sequence of the management functions. So management is a process to realize the desired goals. On the other hand management means knowing where to go, what troubles to avoid, what forces to deploy and how to steer your ship and crew as well as possible without wasting time in the process. So it can be concluded that management is a science and art which consists of several series of activities such as planning, organizing, directing, and controlling.

Effective School

Effectiveness is a measure that states the extent to which goals/objectives (quantity, quality, and time) have been achieved. It was further stated that, effective schools show compatibility between the results achieved and the expected results. An effective school is a school that has the ability to carry out its functions optimally, both economic functions, social humanitarian functions, political functions, cultural functions and educational functions (Mahmud, 2015: 21). Komariah (2008: 34), asserts that school effectiveness basically shows the degree of suitability between the results achieved in the form of *achievement or observed outputs* and the expected results *in the form of objectives, targets, intended outputs* as specified.

Supardi stated that an effective school is a school that has the ability to empower every important component of the school, both internally and externally, and has a good, transparent and accountable management system in order to achieve the vision and mission goals of an effective and efficient school. Supardi (2013: 14), states that an effective school is a school that has the ability to empower every important component of the school, both internally and externally, and has a good, transparent and accountable management system in order to achieve the vision and mission goals of an effective and efficient school.

RESEARCH METHODS
Research Methods and Procedures

Research related to social issues has a plural nature, this concerns the planning process so that research uses qualitative methods. Qualitative research is a type of research that produces findings that cannot be achieved (obtained) using statistical procedures or other methods of quantification (measurement) (Creswell, 1998: 57). Qualitative research is a method used to find and understand what is hidden behind phenomena that are difficult to understand satisfactorily. The qualitative research method is a research method used to examine natural object conditions where the researcher is the key instrument (Sugiyono, 2019: 6) . This is in line with Robert (2010), qualitative research is observing action and context, in the researchers themselves play the role of subject in this study, by using experience personal Alone in making interpretations.

This research is a qualitative research because it was conducted by exploring how to be managerial in schools during the current pandemic season. This indicates that the existing problems can be said to be still vague. In line with Sugiyono (2018: 43), which states that if the research problem is not clear, it is still dim or maybe even still dark. This kind of condition is suitable to be studied with qualitative methods. Sukiman (2003) also mentions that the qualitative research method is research that produces descriptive data in the form of written or spoken words from the observed behavior.

Data analysis

Qualitative data analysis while in the field is carried out interactively and continuously until the data reaches a saturation point, and is carried out through data reduction, data display, and *conclusion drawing/verification steps* . In qualitative research, the process of data analysis always takes place in the form of cycles as an effort to verify data to draw conclusions. Research can be realized as expected, so in analyzing the research data using interactive model analysis.

In data reduction the researcher selects and sorts the data that has been collected, then retrieves the data that is really needed to complete the information from the author's thesis. Data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and other materials so that it can be easily understood and the findings can

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be informed to others. The data analysis technique used in this study is inductive. This is in accordance with Sutopo's opinion that the analysis is qualitative research is inductive, and all conclusions are formed from all the information obtained from the field. Informants taken in this study will be shown in Table 1 .

Table 1. Research Informants

Name	Position	Information
Endah Prasetyaningtyas	Headmaster	At the Adyatma Sukodono Pharmacy Vocational School
Marcelina Haveni	Teacher	At the Adyatma Sukodono Pharmacy Vocational School
Eka Butsiawan	Teacher	At the Adyatma Sukodono Pharmacy Vocational School
Khoirul Dwi Mahardianto	Teacher	At the Adyatma Sukodono Pharmacy Vocational School
Wira Ainun Zuhriah	Teacher	At the Adyatma Sukodono Pharmacy Vocational School

This analysis process was carried out simultaneously from the beginning with the data collection process, by carrying out various reflection techniques for deepening and strengthening the data. Each data obtained will always be compared for each unit or group to see its interrelationships according to the research objectives. In addition, for the consolidation and deepening of process data, it is always carried out in the form of cycles as a verification effort.

DISCUSSION

Managerial is essentially closely related to management which according to the term is a process of developing cooperative activities of a group of people to achieve the goals that have been set. This is in accordance with the opinion of Saifulloh and Darwis (2020: 285) who explain that management is a very important learning position in order to increase the effectiveness of the teaching and learning process, especially during an emergency spread of Corona Virus Disease-19 (COVID-19) as is currently experienced . . In implementing this collaboration within an organization, a leader is needed to play a role in improving the quality of education, namely a school principal so that in the future he will be responsible for education management that is directly related to the learning process.

Effective school management in perfective management is the process of utilizing school resources through rational and systematic actions including planning, organizing, directing and controlling. While the school as a system has a core component consisting of input, process and output. These three components cannot be separated from each other because they are a unified whole that are interrelated, which influence each other, require and determine. This is in line with Yusiyaka (2016), that the dimensions of management both from the planning, organizing, activating stages are important in education.

School input is all the input needed by the school for processing to occur in order to get the expected output. Input can be categorized into two, namely resource input and management or leadership input. The process of taking place at school is essentially the ongoing learning, namely the interaction between students and teachers which is supported by other traps as the principle of the learning process.

Planning (*Planning*)

Planning at the school level is an activity aimed at answering what must be done and how to do it to realize the goals that have been set/agreed together at the school concerned, including the budget needed to finance the planned activities. This means that in other words planning is the activity of determining in advance what will be done, the procedures and methods of implementation to achieve organizational goals.

Planning at SMK Farmas i Adyatma Sukodono is a preparation of what the scenario will do to achieve the expected goals, in written form. What will be done, done, how, when and at what cost unit estimates, as well as what results are expected. In general, good planning according to Manulang contains six elements, namely: *the what, the why, the where, the when, the who, and the how* (Manulang, 2015: 34). In government regulation Number 19 of 2005 concerning National Education Standards (SNP) it is explicitly stated that every school at all units of type and level of education including schools must have the SNP.

1) Clearly in Permendiknas No. 19 of 2007 concerning Education Management Standards it is stated that they must make;
2) Medium-term work plan that describes the goals to be achieved within 4 years relating to the quality of graduates to be achieved and improvement of components that support improving the quality of graduates;
3) The Annual Work Plan stated in the school activity plan and budget (RKAS) is implemented based on the Medium Term Work Plan.

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Sukodono Lumajang Pharmacy Vocational School must be able to produce graduates *(outcomes)* who meet the required competencies to go to a higher level. Adyatma Sukodono Lumajang Pharmacy Vocational School must continue to improve the learning process and must improve classroom management. Provide, develop, manage and deploy educational facilities and infrastructure and other resources so that they become effective. Schools must work together with all stakeholders to realize the above. Therefore, to achieve this, you must plan everything you want to do by making a School Work Plan , so that you can know in detail the actions that must be taken so that the goals, obligations and school goals can be achieved.

The formulation of the vision, mission and goals of the school is the first or first step in which direction the school should go. At the Adyatma Sukodono Lumajang Pharmacy Vocational School, the principal together with the teacher, and the parents of the students must formulate where the school will be taken, as long as it does not conflict with national education goals as stated in Law no. 23 of 2003 concerning National Education System. Expected conditions in a short time with vision.

The desired condition or target to be achieved should be related to the idealism and quality of education. Idealism here can be related to nationality, humanity and justice, nobility of character, as well as the quality of education. Meanwhile, the mission is a description of the vision which is the main components that must be realized to achieve the vision that has been set.

The goal is the stage between the point of departure (initial conditions) and the point of arrival of the final destination, the formulation of which is contained in the vision and mission. Medium term goals are broken down into annual goals which are usually called targets/goals, in a clear formulation.

The findings at the Adyatma Sukodono Lumajang Pharmacy Vocational School that the time division in preparing the RKAS planning is divided into 4 stages in a quarter, it is better according to the authors of the quarterly descriptions to be broken down in more detail in monthly and weekly forms, so that RKAS planning will be more detailed and easier for its implementation, because it has been divided in detail. When viewed as a whole, the Adyatma Sukodono Lumajang Pharmacy Vocational School has succeeded in planning a program so that it becomes an effective school.

In planning to improve education management at the Adyatma Sukodono Lumajang Pharmacy Vocational School , it begins with a needs analysis. The need in question is the need for cooperation between schools, parents, business/industry, and the community. This collaboration is a shared need, because education is a shared responsibility. It is through this needs analysis that it is revealed which business/ industry world students need to practice their skills, and conversely which business/industry world requires industrial work practice students as a form of corporate social responsibility and a source of prospective new workers for the continuity of the company. Planning is very helpful as a control for the teacher so that he can perfect further learning. It is hoped that an activity will run smoothly, learning will be directed, and the desired goals will be created, even in the Covid era. The results of this study Zhao (2020) which explains that almost all schools have been suspended and teaching has been rearranged significantly. This requires a special managerial so that learning can take place properly and schools are able to adapt to the inevitable changes.

Effective School *Managerial* Organizing

An organization needs to allocate and assign activities among its members so that the goals of the organization can be achieved efficiently. Organizing is the process of compiling an organizational structure that is in accordance with the goals of the organization , the resources it has, and the environment that surrounds it. The main aspect in the process of preparing the organizational structure is departmentalization, which is the grouping of work activities of an organization so that similar activities are interconnected and can be carried out together.

This will be reflected in the formal structure of the organization, and is shown by an organizational chart. Division of labor is the breakdown of work tasks so that each individual in the organization is responsible for carrying out a limited set of activities. Both of these aspects are the basis of the process of organizing an organization to achieve goals that are effective and efficient.

In terms of this organization, the principal has carried out his duties and functions as an education manager. As has been done by the Principal of the Adyatma Sukodono Lumajang Pharmacy Vocational School , namely by dividing tasks and responsibilities among all teachers. Select teachers who are competent and talented in their fields. Then provide an assignment letter in the form of a Decree (SK) so that the teacher who is given responsibility will work more in accordance with their respective job descriptions.

Related to what has been done by the Head of Pharmacy Vocational School Adyatma Sukodono Lumajang that according to Handoko in Husaini Ismail's quote that organizing is: "determination of resources and activities needed to achieve organization" (Usman, 2016: 34). The same thing is in accordance with Adam Smith's classic theory " *the right man in the right place* ". This means that the right person in the right place or someone with a certain skill should be hired or placed on his skills. For example, people who are experts in the field of administration, experts in the field of finance are placed according to their respective fields so that the division of tasks must be carried out carefully.

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In educational institutions, organizing is very important, because as a whole process for selecting and sorting people (teachers and other school personnel) and allocating facilities and infrastructure in order to achieve the goals desired by the school.

The principal of the Adyatma Sukodono Lumajang Pharmacy Vocational School is in control of the management of the school he leads. The principal emphasizes the tasks that are the responsibility of each school personnel. Structured coordination and division of tasks shows that the Principal places high responsibility on each school personnel. Principals can exercise control over ongoing programs by working with other school staff members. Organizing is carried out by the Principal to assign tasks to school personnel so they can work together to carry out their duties and responsibilities. The tasks are divided by the Principal according to their respective *job descriptions .* The school's organizational structure is designed to exercise control over the main responsibilities of each position, so that it can run effectively. As Mahmud (2015: 21) argues, an effective school is a school that has the ability to carry out its functions optimally, both economic functions, social humanitarian functions, political functions, cultural functions and educational functions

Effective School *Managerial* Direction
Internal direction is defined as a process in which a manager guides and supervises workers to achieve predetermined goals. There is a desire for others to follow his wishes by using personal power or office power is effectively in place for the long term of an organization. The goal is that the tasks can be completed properly. This is in accordance with research by Sudjana (2010), that direction in educational management can guide members so that goals can be achieved immediately.

In essence, directing contains motivational activities (*motivating*) contained in directing activities as a facility or means of directing personnel in an organization. Guidance is related to planning where with the planning that has been determined then is direct and motivate resources and be involved in the implementation of the intended plan. In the aspect of direction, there will be human relations in leadership that bind subordinates to be willing to understand and contribute their energy in a more empowered manner to achieve goals. Therefore managers or principals are required to be able to communicate, provide instructions or advice, think creatively, take initiative, improve quality, and provide stimulation to their subordinates.

At the Adyatma Sukodono Pharmacy Vocational School, Lumajang, the principal must always provide enthusiasm for the entire board of teachers, and vice versa, be courageous and accept criticism and suggestions from anyone . In other words, the principal must also be willing to accept input from his subordinates and his subordinates must also be willing to respond to the principal's orders.

In the management process for effective schools, schools have dynamic *team work* , high participation from school members and the community, schools have openness in management, schools have a willingness to change, schools are responsive and responsive to needs and good communication. Because direction is a human relationship in leadership that binds subordinates so that they are willing to understand and contribute their energy effectively and efficiently achieve school goals , therefore the Adyatma Sukodono Lumajang Pharmacy Vocational School has done this.

The direction is carried out by the Principal to make all school personnel willing to work together consciously to achieve the goals that have been made. The principal of the school maintains good relations with school personnel. Principal of Adyatma Sukodono Lumajang Pharmacy Vocational School always communicate with school personnel to coordinate their respective tasks which are their responsibility. Communication is carried out by the Principal directly and indirectly, and also structured and unstructured. Direct communication is carried out by the Principal face to face, while indirect communication is carried out through the media, for example whatsapp , email, and others . Structured communication is carried out by communicating through the vice principal and then the Deputy Principal conveys it to the teachers, while unstructured communication is carried out by communicate with people who are directly involved and done at any time.

The direction given by the Principal is carried out using a familial approach, the Principal who is an example for the school community makes full awareness for each school personnel to want to work together to carry out the program to achieve goals. Principal communication is also carried out to move school members to jointly succeed in the program objectives that have been set so that schools become effective. As Supardi's opinion (2013: 14), which explains that an effective school is a school that has the ability to empower every important component of the school, both internally and externally, and has a good, transparent and accountable management system in order to achieve the vision and mission goals of an effective school and efficient.

School Managerial Controlling
Control is monitoring activities to ensure that these activities are achieved in accordance with predetermined plans. Control is carried out to "guarantee" that organizational and management objectives are achieved. At the Principal of Adyatma Sukodono Lumajang Pharmacy Vocational School , the control process carried out is to evaluate teacher performance, namely by supervising classes, this is done to find out whether a teacher has carried out his performance correctly, both in delivering lesson programs,

class administration, or delivery of material. This is in accordance with excerpts from the Principal's interview that the principal reminds him to make class administration, then supervises the teacher.

If all work is done properly, with sincerity and responsibility and with good work, because you believe that all work will always be supervised by God, then everything will go well and smoothly. By exercising control, it will be seen to what extent the results have been achieved. Therefore control is a function of the last management. This function is the function of the leader to save the course of the process towards the goals that have been set.

The end of planning, is the process carried out will get in the form of control results. This is also related to effective school management, from the academic results students show proud achievements as well as achievements at events held at the city, provincial and national levels. So overall according to the author, that the Principal of the Adyatma Sukodono Lumajang Pharmacy Vocational School is able to manage the school so that it becomes an effective school.

Associated with the managerial head of Adyatma Sukodono Lumajang Pharmacy Vocational School can be declared an effective school because it already has indicators as an effective school. According to Andang, quoting from Zazin, indicators of an effective school can be seen from the input, process, output and outcome of the school (Andang, 2017: 67). With a leader who is able to manage the school he leads as a whole, the school will become an effective school.

The findings in this research at the Adyatma Sukodono Pharmacy Vocational School are several steps taken in building school management, one of which is still incorporating elements of active learning in the midst of the Covid-19 pandemic, namely:

1) **Utilizing all components of education in order to ensure the implementation of learning with a different atmosphere .**
   Designing curriculum and learning in accordance with the emergency conditions of the Covid-19 disaster through optimizing the use of technology (smart class). This step is very important considering that teaching and learning activities will be carried out by teachers and students even though using remote (online) methods.

In addition to making detailed and accurate teaching maps about the distribution of material that will be carried out/discussed during the Covid-19 pandemic. As well as asking teachers between subjects to be able to collaborate and arrange schedules so that students' assignments are not too high and pile up. Based on the circular, we also include aspects of life *skills* in where students feel online learning should be fun and meaningful.

2) **Give encouragement and appreciation to teachers, students and parents**

All motivation given to teachers is also conveyed so that any obstacles and problems faced by teachers can be discussed properly about the use of online media or the solutions they want to get. Teachers teaching online means that they need extra energy to prepare material, and so on.

Of course, all school members really miss school, especially students, school is their second home. Give words of motivation and also appeal so that during this boredom period students remain enthusiastic about carrying out their activities/tasks at home. Parents too, many feel stressed and overwhelmed by being an impromptu teacher at home for their children.

Sending sentences of appreciation and expressions of gratitude to all parents via the WhatsApp group for the whole class association. All parents gave feedback that was very responsive to the submission of assignments. Messages of enthusiasm and motivation, of course, more or less will be able to revive the enthusiasm that has begun to loosen according to Ki Hajar Dewantara's advice: "Ing Madya Mangun Karsa" or in the midst of giving encouragement, of course this step is very effective.

3) **Conduct online training briefly on distance learning platforms (PJJ)**

Not all teachers are able to operate online platforms and have facilities such as the availability of quotas all the time. This is in accordance with the results of research by (Saifulloh and Darwis, 2020: 287). In this is the role of teachers who are IT literate and who have received nationally and internationally based training in IT.

Teachers who are IT literate accompany other teachers who are unable so that the achievement of using and operating the platform can be carried out. Now, the quota for teachers has also been included in the boss fund according to the circular of the Minister of Education and Culture, so that the quota constraint is no longer a barrier for teachers to operate online learning applications.

4) **Transforming assignment reports into online form for the Department of Education**

All school stakeholders are in charge and hold the position of preparing an emergency work plan to be reported every day. The report is detailed such as descriptions of activities and physical evidence such as photos and others. Reports are sent via *Google Form* to make it easier for all school stakeholders to report and be responsible for their respective tasks and performance.

5) Conduct multi-way communication in an effort to sterilize educational units

This ongoing outbreak is very concerning and of course the school must take part in making efforts to prevent the spread of Covid-19. Schools get assistance from related agencies to spray disinfectant (*consinfectant spray*) in the school environment so that the school is ready for use on time. In addition, students are taught to make their own disinfectants and become agents for preventing Covid-19 in their respective homes.

The Principal of the Adyatma Sukodono Lumajang Pharmacy Vocational School at the end of each new school conducts a routine evaluation. Evaluation is carried out to determine the success of the program that has been running. Evaluation as a form of control is carried out to maintain school quality. In addition to the evaluation carried out by the Principal, he also continuously monitors the performance of the teachers. When there is a problem the principal immediately takes steps to immediately find a solution to the problem.

The Principal of the Adyatma Sukodono Lumajang Pharmacy Vocational School always coordinates with subordinates, especially in solving problems that do require input from others, especially for problems related to students. The principal always involves the teacher in solving the problem by communicating together, considering that the teacher is an educator who knows better about the condition of students, because teachers interact more often with students.

Supervision is carried out by the Principal by coordinating with representatives so that if there is a problem the right solution can be found immediately. In addition , the supervision carried out by the Principal also carries out routine evaluations, to find out developments and progress in schools so that they are more effective. The results of this study support Simatupang *et al.* (2019), which states that there are factors that are considered in effective schools, namely regular supervision by the school principal in order to create an effective school. Supervision which is followed by evaluation does not only emphasize the process of teaching and learning activities, but also pays attention to other necessary aspects.

CLOSING

CONCLUSION

Based on the data that has been collected and conducted by the authors regarding the managerial principals in creating effective schools, conclusions can be drawn:

1) The managerial ability of the school principal in planning to create an effective school in accordance with the criteria for an effective school. That is, the principal plans the vision, mission and goals of the school and then translates them into documented short-term, medium-term and long-term programs. In making the program and preparing the RKAS the school principal involves teachers, parents and other school personnel.

2) The managerial ability of the head of the Adyatma Sukodono Lumajang Pharmacy Vocational School in organizing schools effectively according to procedures, namely by having a clear organizational structure, clear division of tasks, functions and authority and responsibilities given, namely by making assignment letters and decrees.

3) The majaerial ability of the Adyatma Lumajang Pharmacy Vocational School principal in the direction of creating an effective school has also been going well.

4) Managerial ability The control or supervision carried out by the head of the Adyatma Sukodono Lumajang Pharmacy Vocational School in creating an effective school can be seen from the implementation of existing procedures.

SUGGESTION

Suggestions related to managerial principals in creating effective schools are:

1) the Adyatma Sukodono Lumajang Pharmacy Vocational School maintain the supervision that has been carried out so far intensively and increase supervision by increasing the ability to plan follow-up for each school program after being evaluated and holding regular meetings to establish better and more intimate relations to discuss progress and constraints of each job/task.

2) It is better if the Provincial and District Education Offices make education policies and participate in evaluating school effectiveness so that they can help increase public interest or interest in SMK, by for example helping the absorption of Pharmacy Vocational High School graduates into entering the world of work.

3) The school principal always develops the school's informal organization effectively by designing tasks/work that must be carried out properly by the teacher, so that each job and task is in accordance with the achievements desired by the school.

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