

Learning management strategy new normal era

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Abstract. The Covid-19 pandemic has an impact on various sectors of life, including in learning activities. The government as a decision maker makes policies to carry out online learning activities in order to slow the spread of Covid-19. Principals as leaders in learning activities require the right strategy in implementing online learning that supports government policies. The strategy used in school management in the era of new habits due to the Covid-19 pandemic is expected to be able to maintain the quality of learning activities as in the pre-pandemic period in the schools they lead. The purpose of this study was to determine the principal's leadership strategy in dealing with learning in the era of new habits. The method used was a qualitative method. From the results of the study, it can be concluded that the principal's leadership strategies in dealing with learning in the new era of habits is; 1) to make online learning policies in schools by involving relevant teachers and school officials; 2) to improve the facilities and quality of ICT infrastructure in learning activities in schools; 3) to improve the quality of human resources in integrating IT for learning activities; 4) to communicate with parents or guardians of students; 5) to provide understanding to students about online learning activities; 6) to be ready and open in dealing with the changes in learning activities in the future.

1 Introduction

The pandemic of Covid-19 has an impact on various sectors of life, including in learning activities. The government makes policies to carry out online or online learning activities in order to slow down the spread of Covid-19. The implementation of learning from home (Learn from home) or online issued by the Government [1]. An Emergency Period for the Spread of Corona Virus Disease (Covid-19) through a circular by the Ministry of Education and Culture Number 15 of 2020 concerning Guidelines for Organizing Learning from Home. The emergency spread of Corona Virus Disease (COVID-19), so that it can fulfill the rights of students to obtain educational services during the implementation of learning is carried out from home.

Principals as leaders in learning activities need the right strategy in carrying out the online learning that supports government policies. The strategies were used in managing schools in the new era of habits due to the Covid-19 pandemic was expected to be able to maintain the quality of learning activities as they were before the pandemic in the schools they lead. The responsible of principal for the implementation of learning activities in the midst of a pandemic crisis situation so that learning takes place online or online. This sense of security and comfort must be felt by teachers, students, and parents. This includes security and comfort during the response period of Covid-19 emergency [2]. The threat or crisis currently being faced is not entirely bad for schools. On

the contrary, it can actually motivate schools to be better in the future [3].

Based on research, the best of three leadership practices for navigating unexpected adaptive challenges such as the corona virus pandemic [4, 5]. First, by adopting kind of servant leadership, which can emphasize empowerment, collaboration, engagement, and, academic leaders with emotional intelligence and stability should put the interests of others above their own. Second, academic leaders should distribute the leadership of responsibilities to a network of teams and improve the quality of decisions made in crisis resolution. Third, the teaching and learning process should be designed by the principal as the highest leader in the school, started from preparation, implementation, monitoring, and evaluation in other hand the teachers and students can be service users could follow the teaching and learning process well. The school management which includes, independence, responsibility, accountability, transparency, and justice affect the loyalty and satisfaction of school personnel [6]. Various managerial and operational activities were aimed at supporting the achievement of the vision, mission, and strategies that were prepared so the education will be able to take place effectively and efficiently in school management [7].

Based on the explanation above, this study is considered important to be carried out with the intent and purpose of this study, namely to determine as the leadership of principal strategy deal with learning in the era of new habits.

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2 Methodology

This study used a descriptive qualitative approach, which is accurately describe existing phenomena found in the field, then describe them in a narrative manner used qualitative methods through critical analysis.

The research method was used descriptive qualitative research method. the research was carried out in natural conditions *settings*; also called the ethnographic method, can affect qualitative research methods were often called as naturalistic research methods, because at first this method was used more widely for research in the field of cultural anthropology; called the qualitative method, because the data were collected and analyzed more qualitative in nature [8]

According to Denzin and Lincoln (1994) stated that qualitative research was a research that used the intention of interpreting the phenomena which occurred and carried out by involving some of the existing methods. Erickson (1968) stated that qualitative research looks for and describe in a narrative way the activities could impact of the actions taken on their lives.

3 Results and Discussion

The results of the research data analysis, it was found that several strategies were implemented by the principal in carrying out online learning activities during the new habit era due to the Covid-19 pandemic, including; 1) to make online learning policies in school by involving relevant teachers and school officials; 2) to increase the facilities and qualities of ICT infrastructure in learning activities in schools; 3) to make the higher quality's human resources in integrating IT for learning activities; 4) to communicate with parents or guardians of students; 5) to provide understanding to students about online learning activities; 6) to be ready and open with the changes in learning activities in the future.

3.1 Online Learning Policy in Schools

Through a circular by the Ministry of Education and Culture, Number 15 of 2020 concerning "Guidelines for Organizing Learning from Home in an Emergency Period for the Spread of Corona Virus Disease (Covid-19)". In other hand to fulfill the right of students could obtain educational services during Corona Virus Disease (COVID-19), learning is started from home. Schools are given the freedom to manage teaching and learning activities through online facilities [9].

The principals as leaders in learning activities need the right strategy in carrying out the online learning that supports government policies. The strategies used in managing school in the new era of habits due to the Covid-19 are expected to maintain the quality of learning activity as they were before the pandemic. The principal has responsibility for the implementation of learning activity in the midst on a pandemic crisis situation so that learning takes place online [10]. The leader must have criteria as someone who can lead in educational organizations.

3.2 Online Learning Policy in Schools

Increasing the procurement of supporting facilities and infrastructure such as computer laboratory, internet network, learning resource, teaching aid, and ICT-based learning media, is an effort that can be made by school principals increasing the facility and quality of infrastructure used in school.

Principal as a manager as well as a school leader has the authority to develop ICT in schools [11]. The leaders who follow technological developments can influence, encourage, guide, and direct others in implementing and developing education so that professional principals will understand the needs of the school.[12].

3.3 Schools Improvement of Human Resources in Integrating IT

Training and educational programs can be used to increase teacher competence's in ICT learning. The role of leadership to advance schools is to provide ICT training for teachers to know how to use it [13].

3.4 Building Communication with Parents and/or Guardians of Students at Home

Communication leader must be good at communicating well so that the information obtained is conveyed properly to members of the organization and the public correctly so as not to cause misunderstandings. The fourth collaboration of the leadership ability is collaborating well.

3.5 Providing Understanding of Online Learning to Students

The principal with the help of teachers and other school officials provide understanding and motivation to students are able to have online learning activity at home well with parents and or guardians during the pandemic Covid-19. Research [14] stated that the important elements that determine digital leaders are organizational goals, evaluating task and work results together with team members, making an open atmosphere with the effect of a collaborative atmosphere to handle conflict situations, communication and innovation.

3.6 Readiness and Openness in Facing Future Learning

The next strategy is the adaptability of school principals to face the development to deal with thing that are going to happen in the future, especially during the crisis due to the current pandemic to improve the quality of education (Y. Wulandari et al., 2018).

Openness by filtering information obtained in the outside world to improve the world of education. Before receiving information, it is necessary to build awareness and maturity in oneself by responding to current developments when information flows without clarity and truth (Haris, 2019). Being a good leader is certainly

critical in dealing with rapid changes (Peramesti & Kusmana, 2018).

4 Conclusion

It can be concluded that the leadership of principal strategy deal with learning in new era of habits are;

1. To make online learning policies in schools by involving relevant teachers and school officials;
2. To increase the facilities and quality of ICT infrastructure in learning activities in schools;
3. To increase the quality of human resources in integrating IT for learning activities;
4. To communicate with parents / guardians of students at home;
5. To provide understanding to students about online learning activities;
6. To be ready and open in facing the changes in learning activities in the future.

The suggestions and inputs for this study are to carry out the further research in-depth and measurable analysis of the principal's strategies and policies in online learning activities so that the effectiveness of the strategies used and the advantages and disadvantages of implementing the strategies taken by the principal can be known.

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