ABSTRAK

JUWITA MAKARIA TAMBUNAN. Analisis Pelaksanaan Fungsi Manajemen Kepala Sekolah dalam Meningkatkan Kualitas Pembelajaran Anak Usia Dini di PAUD Filadelfia Patumbak II. Skripsi. Medan : Fakultas Ilmu Pendidikan. Universitas Negeri Medan. 2026

Penelitian ini bertujuan menganalisis pelaksanaan fungsi manajemen kepala sekolah mencakup perencanaan, pengorganisasian, pelaksanaan/pengarahan, dan pengawasan serta mengidentifikasi faktor pendukung dan penghambatnya dalam upaya meningkatkan kualitas pembelajaran anak usia dini di TK Filadelfia Patumbak II. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus tunggal deskriptif-eksploratif. Data dikumpulkan melalui wawancara mendalam dengan lima informan (kepala sekolah dan empat guru), observasi, dan studi dokumentasi, kemudian dianalisis menggunakan model interaktif Miles, Huberman, dan Saldaña yang meliputi reduksi data, penyajian data, dan penarikan simpulan. Keabsahan data diperiksa melalui triangulasi sumber, triangulasi teknik, dan pengecekan anggota.Hasil penelitian menunjukkan bahwa keempat fungsi manajemen berjalan dengan tingkat efektivitas yang berbeda. Fungsi perencanaan terlaksana kuat melalui musyawarah tripartit antara yayasan, guru, dan orang tua serta adopsi kurikulum terstruktur dari yayasan mitra. Fungsi pengorganisasian berjalan tertib melalui pembagian tugas formal tanpa tumpang tindih. Fungsi pelaksanaan/pengarahan berjalan cukup kuat melalui pengarahan harian dan strategi motivasi relasional. Fungsi pengawasan mengalami gangguan sementara akibat ketidakhadiran kepala sekolah, namun tetap tertopang oleh instrumen refleksi harian bawaan kurikulum dan koordinasi guru senior. Penelitian ini juga mengidentifikasi enam faktor pendukung meliputi soliditas tim guru, dukungan orang tua, dukungan yayasan, infrastruktur kurikulum eksternal, kemitraan profesional, dan budaya kerja berbasis komunitas serta empat faktor penghambat, yaitu keterbatasan sarana dan prasarana, keterbatasan literasi digital kepala sekolah, kekosongan sementara fungsi pengawasan, dan kesenjangan kualifikasi akademik salah seorang tenaga pendidik.Penelitian ini merekomendasikan penyusunan prosedur substitusi kepemimpinan secara tertulis, peningkatan literasi digital kepala sekolah, serta percepatan pemenuhan kualifikasi akademik tenaga pendidik sebagai langkah lanjutan untuk memperkuat pelaksanaan fungsi manajemen di lembaga PAUD berbasis yayasan.

Kata Kunci : Manajemen Kepala Sekolah, Fungsi POAC, Kualitas Pembelajaran, Pendidikan Anak Usia Dini

ABSTRACT

JUWITA MAKARIA TAMBUNAN. Analysis of the Implementation of Principal Management Functions in Improving the Quality of Early Childhood Learning at Filadelfia Kindergarten, Patumbak II. Skripsi. Medan : Faculty of Education. State University of Medan. 2026.

This study aimed to analyze how the principal's management functions planning, organizing, actuating, and controlling were implemented, and to identify the supporting and inhibiting factors involved in improving the quality of early childhood learning at Filadelfia Kindergarten, Patumbak II. A qualitative approach with a descriptive-exploratory single case study design was employed. Data were collected through in-depth interviews with five informants (the principal and four teachers), observation, and documentation, then analyzed using the interactive model of Miles, Huberman, and Saldaña, comprising data reduction, data display, and conclusion drawing. Data trustworthiness was established through source triangulation, technique triangulation, and member checking.The findings indicate that the four management functions were implemented with varying degrees of effectiveness. The planning function was strongly executed through tripartite deliberation among the foundation, teachers, and parents, along with the adoption of a structured curriculum from a partner foundation. The organizing function ran in an orderly manner through formal task division without overlap. The actuating function was reasonably strong, supported by daily briefings and relational motivation strategies. The controlling function experienced temporary disruption due to the principal's absence, yet remained sustained by the curriculum's built-in daily reflection instrument and coordination by a senior teacher. The study further identified six supporting factors — teaching-staff cohesion, parental support, foundation support, external curriculum infrastructure, professional partnerships, and a community-based work culture — and four inhibiting factors: limited facilities and infrastructure, the principal's limited digital literacy, the temporary gap in the controlling function, and one teacher's academic qualification gap.The study recommends establishing a written leadership-substitution procedure, enhancing the principal's digital literacy, and accelerating the fulfillment of teachers' academic qualifications as follow-up measures to strengthen the implementation of management functions in foundation-based early childhood education institutions.

Keywords : Principal Management, POAC Functions, Learning Quality, Early Childhood Education