

THE MANAGEMENT OF SCHOOL CULTURE

Dr. Sri Marmoah¹ Dr. Martinis Yamin² Dr. Muhamad Taridi³ Dr. Denny Denmar⁴

¹ Lecturer for Batanghari University Jambi-Indonesia.

² Lecturer for Faculty of Education and Teacher Training, The State Institute for Islamic Studies Jambi-Indonesia.

³ Lecturer for Faculty of Education and Teacher Training, The State Institute for Islamic Studies Jambi-Indonesia.

⁴ Lecturer for Jambi University Jambi-Indonesia.

ABSTRACT

The formation of school culture is influenced by many factors, among others, enthusiastic teachers in teaching and mastery of the material with all learning model, abiding by the rules, disciplines, attitudes of teachers toward the students, and school leadership style. The headmaster has to be able to implant, modernize, and increase mental value, moral, physical, characteristic and providing a model of headmaster by attitude, action, and behaviour including the work of performance and physical. The purpose of this research is to know the management of school culture to increase the quality of education. The research design is descriptive qualitative research. The data were collected through interview, questionnaire, and documentation. They described about the management of school culture. Furthermore, the data collected and analysed through reduction, display, and conclusion. Based on the analysis of the interview, questionnaires, and documentation which related to the school culture, this research revealed three important findings. First, the management of school culture in Junior High School is optimal, where the principal did the planning, implementation, and evaluation of school culture management properly. Second, the factors inhibiting the implementation of the school culture management are consisted of supporting factors, namely low supports school activities, existence regulations that govern activities in the school and teachers' commitment to repair the culture. While resistor factors, namely the lack of supports of the Department of Education, limited funding and lack of cooperation with the stakeholders and other institutions. Third, the principal efforts of the headmaster is to improve the school culture is improving student achievement, and cooperate with parents and teachers to encourage the management of school culture to be better and the improvement of school discipline is consistent.

Keywords: Management, School Culture, disciplines, attitudes of teachers, leadership style.

INTRODUCTION

In the future, school can no longer be viewed as something that is technically and operationally in a mechanical system that can be approached only with the approach of *production function approach*. But rather school should be seen as a cultural processes that applying organic. This means that the quality improvement will be largely determined by how is the manner to develop a positive school culture and conducive to encourage quality improvement. Thus, school can make policies in accordance with the conditions of school.

Each school has different culture that must be understood and engaged in the process of quality improvement. In order for quality improvement changes that occur can be continuous, and then management of the school culture should be improved. School culture will explain how schools are functioning with all of their internal. Schools should strive to strengthen a culture of positive and eliminate negative culture. By understanding and developing a positive school culture and reduce negative ones, directly already implementing school based on the management and ultimately lead to improvement of education quality.

The formation of school culture are influenced by many factors, among others, enthusiastic teachers in teaching and mastery of the material with all learning model, abiding by the rules, disciplined, attitudes of teachers towards students, and school leadership style. The principal as a central figure

should be aware that the formation of habits, attitudes, and behaviour in context of school culture is strongly influenced by personal, leadership styles, and how he sees future development that is visionary. Development of school culture better and healthier should start from school leadership. The principals have to be able to build a working team, learning from teachers, administrative staff and students, is open to communicate lines with a spacious environment, access to information will be able to develop a positive culture of the school in order to create independent school which is on its own merits, it is not implemented optimal.

Based on grand tour in State Junior High School (SMPN) Jambi City, the researcher found some negative cultures in the field; first, based on the documentation of counselling during 2015/2016 academic year found that there were 17 cases of students with shaped settlement agreement. Violations such as, how the students' uniform are not neat baggy clothes, they often go out of classroom during the learning process, they come late to the class when learning process began, they often smoke in the cafeteria or in school environment, and there are many students who are absent. Second, negative cultures, such as the condition of classrooms and courtyard are dirty and have not been organized appropriately, there is no independence of the students in doing the task because the task is accomplished by looking from their friend's work, the number of visits to the library is still a bit ninety-seven students, average 12% per month when compared to overall number of students. Based on these descriptions, the question arises why the school culture is not optimal?

Based on the background, the main questions was "Why the school culture management in State Junior High School Jambi is not optimal? With sub subject matter can be formulated as follow:

1. How does the school culture management in State Junior High School Jambi City?
2. What factors are supporting and obstacle school culture management in State Senior High School Jambi City?
3. How does principal efforts in improving school culture management in State Senior High School Jambi City?

METHOD

The purpose of this research was to analyze the management of school culture. The research design was descriptive qualitative research. Bogdan & Biklen (1982) suggest that qualitative research considers several aspects such as; (1) natural environment as source of data, (2) researcher as key instrument, (3) process as more important aspect than result, (4) inductive data analysis, (5) participants backgrounds to respond to a phenomenon as essential aspect.

The research was conducted at State Junior High School Jambi. The State Junior High School Jambi City served as the object of the research because no one has done research in any field. Subjects of this study are consisted of the principal, the teachers, and students. These three categories of informants were chosen because those people are the main perpetrator of the school culture management. The sample is taken by purposive and snowball sampling technique. The data collected from the observation was described and analyzed by using qualitative descriptive analysis. The steps to analyze the data of the research were; reading the results of repeated observations; making the report. Eventually, based on the result of interpretation, conclusions and recommendations were made.

FINDINGS

The Management of School Culture

The Honest Culture

Some of the indicators need to be disclosed the facts to prove the honest culture in Junior High School in Jambi. First, the transparency in policy making of the school. Transparency of school policy-making, especially in terms of financial management and new admissions are needed by school principal.

The result of Interview with the principal was the measures taken in the management of school finances, finance is not held by one person. Each treasurer of the money should be accountable for its finances; use of the money should be in accordance with a predetermined program, funding sources should also be informed at the school community. Special finance committee will be accounted by the management of committee, while principals have only proposed a program in which the implementation must show physical evidence. Based on the interview above, it can be seen that transparencies in making the school policy have shown their openness or honesty.

The second, students independence in doing tasks of the implementation of daily test carried out the subject teachers at the school, students are expected to solve their problem individually based on the knowledge gained from the learning process. Teachers say that some students responding to the daily tests seriously and responsibly, but mostly there is an impression that the students always state unready to take a test. Students who explain their attitude do in the test if learning, students will automatically do it with caution. Conversely if not learning then students will attempt to answer the quiz with cheating.

Dealing with two key indicators to reveal a culture of honesty in State Junior High School Jambi city can be concluded that the honest culture is already. Problems arise only in certain activities, such as when a new student and current daily tests done.

The Reading Culture

To know the culture of reading in Junior High School in Jambi, the indicators must be conspired to see the number of visits of students and teachers to the school library. It is still low. School library is still far from perfect, both the number and the type of reference as well as the condition of the room. The principal always gives direct information to the students and teachers to visit the library as often as possible. Besides that, the facilities and the addition of the reference of books kept are programmed. The involvement of teachers in order to motivate their students to visit the library as a form of an attempt to increase interest in reading reflected. Teachers say that the strategy is always used as the teachers to motivate their students to love reading is to give homework assignments and reference books can be found in the school library. There are two students: HN and JM said the school always lead students to visit the library. The school also has programmed awarding prizes to students who are diligent in visiting the school library.

Based on observations in Junior High School in Jambi city, the number of visitor in the school library is still low. There was an average of 10% of the total number of students. From the number of visitor, most students read and borrow some books that have been assigned by a teacher and not on the basis of the information needed to visit the library from within the students of Junior High School in Jambi still low. If related to the results of interview with the coordinator of the school library and the observations, the service standards have not been up school libraries, especially the number and type of reference as well as the condition of the library rooms.

The Cooperation Culture

Some of the indicators related to the cooperation culture as follows :

First, implementation of the labor division. The division of tasks within an organization or school is necessary to stipulate that there should be not overlapping of tasks between a staff with the other staff. According to SI that in terms of adherence to the division of tasks. Tasks are divided based on the duties and functions (TOR), each in accordance with department coupled with specific tasks. Based on the documentation of Junior High School in Jambi City, the implementation of the division of tasks can be seen from the decree of the division of tasks teachers and vice principals in teaching and learning activities, published each semester. This is in line with the results of the interview above that each teacher and employee has been given the task of corresponding duties. Thus, the enforceability the division tasks of Junior High School in Jambi City has done well.

Second, How to make the decision. In making the decision is often carried out in everyday life. Making decision has to be conducted in the face of a complex problem. According to SI that measures taken when taking a decision with regard to the school's policy is to consult with the teachers to get valuable inputs, then the principal digest in connection with the regulations. After careful consideration then take a decision. According to IH, saying that as long as a teacher at Junior High School in Jambi City always follow are school meetings, both regular meetings, council meetings, committee meetings and meetings of the cooperative. All decisions are taken by conference and consensus.

Third, Participation of the school committees, the students' parents, the community and the alumnus. SI, the principal says that the role of parents and alumnus in school management is very big business, especially school committees that regularly participate to make the program and find the funds. If the role of alumni, as long as this is merely providing information. Based on observations at Junior High School in Jambi City found that the beginning and end of the school year shall be carried committee board meeting with the committee members. The agenda related to the implementation of the program committee and liability management committee. This data reinforces the role of the committee, parents, and the community at Junior High School in Jambi City has been running well in order to help achieve the objectives of the school that has been set.

Based on the three keys of indicator of the cooperation culture that exist at Junior High School in Jambi City can be concluded that the cooperation culture has already embedded and run well.

The Discipline and Efficient Culture

To know the discipline and efficient culture in State Junior High School Jambi City, there are several indicators as follows:

First, Timeliness hours teaching and learning Activities. AN and MA, two students say that teachers begin and end each lesson are in accordance with the specified time. The only problem so far is as the students are often come late to class. Interview with SI, as the principal always gives attention when the time class changed. Before the teacher who are in the classroom go out from the classroom, the next teacher is ready to wait in front of the class. Similarly, when the first hour in the morning, all the teachers are in the class based on scheduled hours.

Second, frequency of attendance. According to MM, said that as the teacher and civil servant would have been obliged to come every day. This is done as a sense of job responsibility according oath when entering into an employee. That job is to meet the needs and demands at a time of worship if done with sincerity.

Third, according to the AG, the student said that teachers and students have to have their own dress code. For teachers are clear rules and no abuse for our students. However, the problem is the way we were dressed as students. Even if the rules are very clear, a lot of friends who are not subject to that rule. Regulations will be followed shortly when meeting with teachers who are considered firm. Then, the violation is repeated again.

Fourth, timeliness of agency meeting. Event official meetings scheduled at the time of teaching and learning is ongoing. SI, the principal said that to carry out the official meetings, the principal always discuss with the vice of the principal to know the exact time is not too much harm teachers and students. Usually the decision to carry out the official meetings has been told a few days earlier so that teachers could follow. Especially for teachers who timed in conjunction with the official meetings, usually imposed special hours of the day so that none of the teachers who are disadvantaged in terms of quantity-face as well as with students. As a consequence of official meetings, usually students must return more. After the students return, teachers walked into the room and official meetings can begin.

Fifth, Utilization of Computers for Filing / School Administration and Learning Media. RW, said that the use of computer technology in schools is taking shape. Some subjects are supported by the

ability of the teacher has been using the computer as a tool for teaching. Only my computer use is still not optimal because the existing LCD can not be used freely in the classroom. In the case of archives, our school is already storing important data into computer files. That is, all archival activities are already using computers.

The Clean Culture

There are some important indicators that must be considered to determine the clean culture in Junior High School State in Jambi City, namely cleanliness of the school yard and the room. *First*, Cleanliness of the schoolyard. Cleanliness of school is a reflection of the soul of owner and the overview management of the leaders. To find the work done in creating a culture of cleanliness in Jambi City State Junior High School, following an interview with SI saying that the tips to be done is instill a sense of solidarity or family and a sense of belonging so that the school can be built on a sense of responsibility. KL one of the teachers said that the teacher asked some students to take care about cleaning the school yard. The next step is to give suggestion to various parties to pay attention to the conditions that exists in the school. Based on the results of research that the yard of State Junior High School in Jambi City is kept clean. This occur as a result of concern and awareness of the various parties, especially the people of the school about the importance of cleanliness and beautifulness. This means that there was awareness from the school in maintaining the cleanliness of the school.

Second, Cleanliness of the room. The room is the place for most of the activities of people in the schools. Therefore, in order that the activities run comfortably and peacefully, the room should be protected from things that could harm the health and scenery as well as kept clean. SM, the teacher said that when teaching in the classroom, all the papers or rubbish that scattered are directed by cleaning duty officer on that day to clean up and dispose it into trash can which has been provided for each class.

From two indicators of the clean culture above can be concluded that the culture of cleanliness in Jambi City State Junior High School need to be improved because there are some behaviours that do not support the creation of a clean condition overall.

The Achievement and Competition Culture

There are two important indicators that must be considered to know the culture of achievement and competition, namely participation in various competitions and the motivation of achievement. *First*, Participation in Various Competitions. According to SK, the teacher said that as long as become the vice of principal of curriculum, school programs to improve student achievement, such as the provision of independent tasks, implementation of tutoring, participating students in various competitions, and participating students in Olympic subjects.

Second, Achievement Motivation. In addition to the prestige, achievement orientation is in order to get a certain reward in return of the struggle that has been sacrificed. According to IS, one of the teachers said that the award given by the principal for the teachers which is good or outstanding during this time, to my knowledge has never existed. Through prominent teachers had sacrificed materially for the school interest. It seems the principal less concerned about this matter.

From the two important indicators to know the culture of achievement and competition in Jambi City State Junior High School can be concluded that the culture of achievement and competition still needs to be improved, especially on achievement motivation. When the motivation is lost, then lost the potentials winner in the schools. The principal should expend extra energy so that the people of the school are encouraged to excel.

The Supporting and Barrier Factors

Supporting Factors

School Input

Several indicators which are associated with the input of Junior high school in Jambi city, like; available and prepared resources, competent and high dedicated staffs, having high expectations for achievements and focus on the customer. From the first input, available and prepared resources, everything can be said fulfil the minimum standard. From the preparation of building and education facility until preparation of human resources, like the teachers must have a requirement: qualification of bachelor degree and the administrative staff must have a computer skill and some of them also take undergraduate education. All of them already performing their duties and responsibilities according to their fields and have willingness to do their best according to the school's vision. That means the available input has a major role to create an effective school.

According to SI, the principal who said that the readiness of input in the junior high school in the Jambi city, like: available and prepared resources, competent and highly dedicated staffs, having high expectations for achievements, and focus on the customer are ready to actualize the junior high school in the Jambi become the effective school. The potentials which school possesses have the high effect to achieve the school and the school management is really needed to be considered. With the input as the assets of the school, this will become work and idea to the school leader to use the assets of school.

Parents and School Committee

The participation of school community and parents is including: participation as school committee member. However, some people might assume that the participation of school community and parents only limited on provision of funds, but it is closely related to the presence of the school committee, which is held by the school. In this meeting, there are some active members of school committee express their opinion, idea and critic. Regarding to this matter, SK, as the one of the teacher said that participation of school community and parents in order to implement the extracurricular program is absolutely necessary. The participation of school community and especially, parents is really low in terms of determining the policy and school's program. But, the real participation from the parents is financing the education in the form of school committee and the building fees for new students.

The interview above tells that the participation of school community and parents really needed, the participation is notonly limited to funding the student, but also participations in the form of opinion, idea and critic.

.School's Regulation

In order to help improving the teacher's discipline, the school principal creates some policies as the reference for the teacher, which is published in the guidebook which contains about teacher and students code of conduct, and some roles of the teacher as the extracurricular cultivator. The existence of this established policy has seen in the field is very helpful to give information and comprehension to the teacher about their functions, roles, and duties. This guidebook is also helpful for the school principals to perform their functions as the education supervisor. This statement, also stated by SI, as the principal, in order to improve teacher's performance to perform their tasks and duties, the principal create a guidebook which contains rules/duties for the teacher and student, when in the learning process and in the outside of school environment, other than that, also contains conducted monitoring system (punishment) intended to giving information for the teacher and the students when they are in the school environment.

Based on the explanation above, the conclusion is the principal must create a constructive decision or policy and these decisions must be decided along with the subordinate, which purpose to each individual to have a responsibility for the decisions which the leader makes, because this responsibility will have effect on them in the world and in the hereafter.

Teacher's Commitment

The leader has a role to help the employee to develop their own potential to perform their daily activities with good expectations. This role will be successful if all the leaders understand about the duty they should be done. Besides, the leader also must have a good relationship with their subordinate, which make a conducive work culture, which makes the subordinate feel safe, secure and having the freedom to develop their ideas, in order to achieve the common goals which the leader and the subordinate have been set previously.

Barrier Factors

Output School

To see the output of SMPN Jambi city, several things need to be considered related to academic and non academic achievement, such as a championship field of science (NUAN), honesty, cooperation, tolerance, discipline, diligence, performance is sports, arts and scout.

SI, the principal said that, as leader in the school, principals always ask to the ranks in order to continue sending a representative to participation various competitions in order to test the permissibility school as an input to see the potential that has been held. In every invitation that comes, rarely envoy as absent.

Two important things related to academic achievement SMPN Jambi city, which is a championship field of science and the acquisition value of the national final examination (NUAN). The findings indicate that academic achievement cannot be relied upon. Armed with The 9th Olympic championship of Economics Junior High School student as the city of Jambi and ranked 9th in the acquisition the value of the National Final Examination in 2015 as a mark of achievement owned by SMPN Jambi city of an effective schools is not optimal.

In the field of non academic, SMPN Jambi city is quite good and is known by the public especially in the field of sports. Some achievement have been carved by SMPN Jambi, such as the fourth champion of volleyball, the third champion of football in city level, 3rd place championship athletic level provincial city, champions four run 10 k level Jambi city, and the fifth champion of futsal. Meanwhile, for the arts and scouting is not much that can be encouraging schools. The new achievement that can be sculpted, the second winner of Korem 042 anniversary of creation dance Gapu Jambi for the arts and the second winner LKBB Kwarcab Jambi City for scouting field.

Some of the indicators needed to be considered to see the role of culture in the schools to improve achievement non academic, such as honest, cooperation, tolerance, discipline, diligence, performance in sports, arts, and scouting. In the field of honesty, cooperation, tolerance, discipline, and the craft was already explained in section indicators of school culture with the results of this paper are cultures still need improvement, if the culture of that school is good and its role quite well for the achievement of effective schools, that expected output would also be good.

Firmness of Principal

Firmness is an attitude held by a person in making a decision or carry out a job. Attitudes can be seen rather than a person in a leadership style to lead the institution. RD, argues against the attitude of principals to undergo performance in developing a culture of the school, especially in enforcing discipline, the attitude of the principal less assertive when their multiple violations committed by someone who has the same emotions, also expressed by HT, other teachers say that the attitude principals in leadership underwent less assertive in making decisions that are slow. This adversely affects the performance of employees further.

Based on the above conditions, it can be assumed that the firmness of a leader is very important in undergoing the functions and duties of leadership in achieving organizational goals.

School Fund

Each unit is always associated with financial problems. Lack of funds in the implementation of education and learning in SMPN Jambi city make provision of learning facilities have not been met adequately. Principal said that SMP Jambi City State still experiencing problems in the provision of funds that can be used for the purchase of learning resources and supporting devices.

Interview with HT, a teacher at SMPN Jambi said that inadequate funding has also led efforts to improve sports facilities and means of learning in SMP N Jambi city is also still a constraint. Until now, the issue of funds is not resolved properly by the school. Funds are still limited which owned the school led to efforts to improve the quality of education is also stymied.

Interviews above explains that the SMPN Jambi City in the implementation of education and learning every day, especially for lab and institutions in the learning process.

Based on the above description of the phenomenon of the factors inhibiting and supporting the performance of the principal in establishing a school culture in which these factors lead to the human resources it teachers (teacher professionalism, commitment), students (school *inputs*) and principals (firmness) and comes from the school include; funds, rules have been established and parents or community in the realization of the program that has been set.

The Principal's Efforts to Increase the Management of School Culture

Increasing Student Learning Achievement

The increasing of students' learning achievements in the school very require independent and professional principals with management skill and strong leadership, to be able to take decision and initiative to improve the quality of schools . The independence of principal of the school is necessary, especially to mobilize resources school in conjunction white planning and evaluation of school programs, the development of the syllabus, learning and management of power, the means and the source of learning, finance care, students, the school with the public, and creation climate school .

The democratic and professional principal redress through the a professional also helps this process. This one will develop democratic condition at school, which will drive created conducive condition to created the quality of optimal learning to develop all the potential of learners. The principal is a person is very expected to be a leader. Therefore the quality of leadership the principal impact good or bad for the success of the accomplishments the students learning at school .

Based on the implementation of the tasks head of the school, here interview with IH, teachers in the middle of the country Jambi City said Junior High School principal thought not immediately interact with us the learning a day-day , but very seen the ability to him in advance the school . The evidence on this case is the number of students in the middle of the country Jambi City who passed each year in the following the National Examination (UN) .

Interview with SM, teacher at SMP country Jambi City who said increased student achievement are done head SMP country Jambi look at the preparation of National Exam (UN) to add the clock subjects did the school a few months before the exam done . This is intended to provide a lot of opportunities to students to speed in the material of the test material .

The researcher observes field where the increase in the achievement student carried out the middle of the country Jambi City is seen the preparation of the National Examination (UN) by adding hours few months before the exam done. An interview with SI, junior high school, the head of the SMP country Jambi city said that of the responsibility of the head of junior high school country Jambi city in improving the quality of education is increase in achievements learn students. The from of in fact, with the increase profesionalisme teachers, providing the means adequate and increase the time to learn to deep the subject matter.

The principals and teachers conducted the guidance to improve students' learning achievement by adding learning hour in class and practice implementation. An interview with the head of the junior high school country of Jambi city said to improve achievement learn student in junior high school country Jambi city . then I add a lesson out lesson . used four 5 months before the final exam of the national (N) done for the 4 subjects tasted starting November until april .

Interview with RK, student Junior High School country of Jambi city who say is the school has rules that 5 months before the national exam (UN) is carried out , then held acquisition lesson out lesson . this condition was used for exploring matter lesson long time as studied in class VII,VII.

Based on the description above it can be known that to improve achievement learn student in Junior High School Jambi City in general, then that is done the head of school to add to the lesson the class outside school hours there. Extra hours have individualized lessons for students in classes IX to five months before the National Examination (UN).

Conducting Cooperation with the Parents

The cooperation or a close relationship between the school and family or parents are needed. SI, The head of Junior High School Jambi City said that every year the school always holds a registration to accept new students. These moments can be used by schools and teachers to meet with parents. In addition, the correspondence also held, particularly at times indispensable for the improvement of the education of children. As a warning letter from the teacher to the parents if their children need to be more active, often absent, truant, and others.

The researchers interviewed AH, one of the parents of students who attend school in SMP country Jambi saying things that made the SMP country Jambi City in addition to holding the correspondence course is visit a home schooling parents was carried out when necessary, for example, to discuss the difficulties experienced in school with their children or visiting students who recovered from an illness to simply provide entertainment.

Interview with SB, other parents whose children attend school in the city of Jambi SMP also said that once visited by the SMP country Jambi City to discuss a child's learning conditions for participating in learning activities at the school. Material talks at the time about the low learning achievement of children.

This condition is a manifestation of family support for efficiency and effectiveness of the implementation of the work given knowingly and voluntarily to the school. Support like that arise as a result of the work of the school who have provided information so that the families understand the importance of the school's existence for the family.

Increasing Cooperation with The Teachers

Intensive cooperation which done by headmaster with teacher is hoped could give new concept for learning implementation, because there is pattern which support each other between two sides that be concerned in learning. As explained by SI, headmaster of SMP Negeri Jambi City that kinds of problem which appear in effort increasing the quality of education always done by periodic meeting with teachers which held once a month, discussion with every teachers etc. By this effort, I could pour the idea that can increase education in learning. One of the ideas is about increasing learning discipline. Inappropriate time learning as could as possible required with the learning in class appropriately.

Observation in SMPN Jambi city where researcher see that students' learning discipline has been very good. Every day, never see student who come late to school or skip the lesson. When done observation for two months, so as long that time there were three students came late and no one skipped the lesson.

Next MM, one of teacher gave more information about that problem, where said in learning on SMPN Jambi city, teacher try doing a dialogue with headmaster how to implement the learning process appropriately.

Next also expressed by KL, teacher in SMPN Jambi city also said that as the effort to implement education quality teacher try to ask that suggestion from headmaster about teachers' performances while teaching. Headmaster gives many inputs to teacher about how to create learning condition efficiently and effectively in class. By the purpose of attainment students' achievements in learning. This condition becomes the support of effort acceleration increasing education quality in SMPN Jambi city. Cooperation activity with headmaster to find solution of problems for progress the education.

The finding revealed that, development program school culture still has not been optimal. The development include giving punishment toward violating the rule, completing library facilities and

reading motivation, giving achievement, the important of cleanness, and the usage of technology information in learning. These things should be materialized in building school culture which strong to get the purpose which decided.

Increasing School Discipline

The principal has to be able to implant, modernize, and increase mental value, moral, physical, characteristic and providing a model of headmaster by attitude, action, and behavior include the work performance and physical. Interview with SI, headmaster of SMP N Jambi city said that as a leader is person who be an example for teachers and students in school. Words, acts, which seen or heard by teachers and students will go into their souls. So headmaster will try to give the best example in manage class that could be given such as in discipline and authority. The little weakness which found when teacher teach has been accepted to be repaired, such as teachers don't smoke anymore, teacher admonish student who throw the rubbish randomly, and not let student throwing papers each other. Headmaster had planned to be an example for teachers and students in school. Headmaster will try to give the best example that could be given in manage class, by come to school and go home on time based on schedule, firm in solving problem. These plans are form the implementation of teacher quality development.

Those are the rules of teacher in SMPN Jambi city that have to be obeyed by the entire school members.

1. Employees / picketed teachers and teachers who teach in the first hour have to come before lesson start.
2. Sign the attendance list every day.
3. Teacher who comes late must inform to the picket K B M employees.
4. When learning hour, teacher is forbidden to go out from school area, either accepting the guess or leaving the students.
5. If it is urgent to go out from school area as mentioned in point 4, teacher must permit to headmaster and give the task to students.

Unit activity program is one of the programs which contain activities to be done in building the class culture orderly when teaching. Principal cooperates with teachers in designing activities based on standard class supervision. The principal of SMPN Kota Jambi also organized teacher work design in sets of class rule, so teacher could maximize their competence in teaching. Sets of the rule in class form. The rule of students contain of students' tasks and duties, clothing rules and prohibitions that have to be obeyed by students. These things are made with purpose for teachers could develop their competence toward their educate targets without any obstacles or hindrances.

Interview with RS, teacher said that principal has shown his role to increase the teacher quality, one of things that headmaster done is doing directive by give motivation to the teacher, even though just a praise and reprimand. The principal also handle students' cases cause the school rule prohibition. Principal has role and function strategically in doing his duties as a leader to give guardianship to every teachers for can do the quality teacher development properly and maximum.

CONCLUSION AND RECOMMENDATION

Based on the description and discussion of research findings on the management of the school culture in Junior High School Jambi City, it can be concluded that the management culture of the school is not optimal, because the management of the new happening is natural and has not received serious attention. It can be seen from several indicators of a good school culture changes as follows:

1. Management of the school culture in Junior High School Jambi City has not been done as it should be because of the new management naturally and has not get serious attention as a priority program, so, the school culture has not been able to raise the quality of schools, in terms of output and input process.
2. Supporting factors of the management of the school culture in Junior High School Jambi City is a school input potential to be managed, parents and school committees which supports school

activities, existence regulations that govern activities in the school and teachers' commitment to repair the culture that still weak. The resistor factor is the output of school is still not maximized, the firmness of headmaster in applying the values of the school culture is still weak and school funds are still limited in favour of a better management culture.

3. Efforts of the principal improve the management in Junior High School culture of Jambi city to improve student achievement, and improving work with parents and teachers to encourage the management of school culture to be better and the improvement of school discipline is consistent.

The recommendations from this research related to the management of the school culture in junior high school Jambi city. Based on the study and research, the recommendations addressed to the parties as follows:

1. To the principal of Junior High School of Jambi city in order to considering the condition of school culture as study materials management for creating a harmonious school in achieving the goals set, Cultures were positive, such as: transparency in the decision making, compliance reports with the reality, the cooperation between the various schools and communities, the timeliness of the learning process (PBM), the frequency of attendance, the accuracy of official meetings, the use of a computer for filing, the cleanliness of the schoolyard, classrooms, workspaces, and a culture of achievement must be maintained. For culture-negative cultures, such as: transparency in new admissions, student independence in doing daily tests, the lack of interest in reading, discipline dress, the efficiency of the use of computers as a teaching aid, hygiene laboratory room and toilet students, and reward against the outstanding school to be repaired and used as materials management culture into a better direction.

2. To the managers of education or principal in Jambi city may review the school culture or educational institutions to be used as basis for the decision making in advancing the school or institution he leads in accordance with the principle of school-based management (SBM).

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