

# Democratic Leadership Style of Public and Private Elementary School Principals During The Covid-19

Samsu Riski<sup>1</sup>, Tasman Hamami<sup>2</sup>, M Nurul Yamin<sup>3</sup>

<sup>1</sup>Islamic Education Management Department, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

<sup>2</sup>Islamic Religious Education Department, Universitas Islam Negeri Sunan Kalijaga, Yogyakarta, Indonesia

<sup>3</sup>Islamic Education Management Department, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

Email : [samsu.riski.psc19@mail.umy.ac.id](mailto:samsu.riski.psc19@mail.umy.ac.id), [tasmanhamami61@gmail.com](mailto:tasmanhamami61@gmail.com)<sup>2</sup>, [moehyamien@umy.ac.id](mailto:moehyamien@umy.ac.id)<sup>3</sup>

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## Abstract:

This research aims to analyze and understand the democratic leadership style of the head of Ngrukumen public elementary school and Muhammadiyah Girikerto Yogyakarta Private during the Covid-19 pandemic. This research uses a descriptive qualitative approach. Data collection techniques in this study use observation, interviews, and documentation. This study's data analysis techniques use data analysis, data presentation, and drawing conclusions or verification. The analysis and research data results showed that the democratic leadership style of the head of Ngrukumen State Elementary School during the Covid-19 pandemic used a systematic democratic leadership style. The democratic leadership style of the head of Muhammadiyah private elementary school Girikerto Yogyakarta during the pandemic uses a combined democratic combination leadership style between democratic, transactional, and charismatic.

**Keywords:** *Leadership, Democratic, Public School, Private School*

## Abstrak:

Penelitian ini bertujuan untuk menganalisis dan mengetahui secara mendalam gaya kepemimpinan demokratis kepala SD negeri Ngrukumen dan Swasta Muhammadiyah Girikerto Yogyakarta pada masa pandemik Covid-19. Penelitian ini memakai jenis kualitatif, dengan menggunakan pendekatan kualitatif diskriptif. Teknik pengumpulan data dalam penelitian ini menggunakan pengamatan, wawancara, dan dokumentasi. Teknik analisis data dalam penelitian ini menggunakan analisis data, presentasi data, dan menarik kesimpulan atau verifikasi. Hasil analisis dan data penelitian menunjukkan bahwa gaya kepemimpinan demokratis kepala SD Negeri Ngrukumen di masa pandemi Covid-19 menggunakan gaya kepemimpinan demokratis yang sistematis. Adapun gaya kepemimpinan demokratis kepala SD swasta Muhammadiyah Girikerto Yogyakarta di masa pandemik dengan menggunakan kombinasi gaya kepemimpinan demokratis yang dikombinasikan antara demokratis, transaksional dan kharismatik.

**Kata Kunci:** *Kepemimpinan, Demokratis, Kepala Sekolah*

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## INTRODUCTION

The role of the principal in carrying out the mandate is enormous in the process of school-led education. The role of the principal in leading can overshadow the ability of human resources that are shaded. In addition, the principal plays a vital role in the quality of education of the institution he leads. Conclusion this formal leader is a person who fights essentially in developing his organization because, judging from his understanding, he must be able to solve the problems in the organization. Then this formal leader is fully responsible for achieving his organization's goals (Muslichatin, 2021).

Education is one of the sources of power that is very important strategically important to increase the nation's competitiveness in eradicating poverty. In the world of education will appear authoritative leadership characters. This is not spared from the head teacher's leadership style factor in managing the school so that existing human resources (HR) can function as they should. Leadership style in educational institutions is a key in the procurement of education to be more effective. The principal is also responsible for mental health and quality of life in learning during the Covid-19 pandemic (Suryavanshi et al., 2020).

During the Covid-19 pandemic, many economic crises and educational crises were experienced in Indonesia. Seeing the many policies implemented in education, although many are not liked by the community, with this hope that the school can calm the community. Furthermore, in this pandemic situation, the Minister of Education and Culture argues that there are principles of education policy that can be implemented during the pandemic. First, the health and safety of students, education personnel, families, and communities are the main priority in determining learning policies. Second, the growth and development of didi participants and psychological conditions are also considered in educational services during the pandemic (Kasminigsih, 2021).

Based on research conducted by previous researchers related to the impact of the Covid-19 pandemic Kokkinos (2017) on March 11, 2020, the World Health Organization (WHO) declared Covid-19 caused by the novel coronavirus 2019 as a pandemic. More than 3 million deaths have been reported and counting. This has brought about radical changes in all aspects of life. Social distancing policies and movement restrictions have undermined traditional educational practices. The time travel of this change cannot be determined. The Covid-19 pandemic has affected the education and training of conventional facial procedures. There is an urgent need to innovate and implement alternative education and assessment strategies. The Covid-19 pandemic has paved the way for introducing digital development in ophthalmology (Balasopoulou et al., 2020).

In addition, Pires (2020) distance learning has been available for more than a century through printed manuals, such as in the early 20th century, radio, audio, and videotapes. However, it was not until the 20th century that educational modalities spread with the advent of the wider world. Several models of online educational activities are available, with various objectives, such as large-scale open-air online courses, classroom design, online live

interaction, tutorials, short communication, and conferences. However, some students and teachers refuse to adopt online teaching/learning modalities as a daily practice (Camargo et al., 2020).

The learning process during the current Covid-19 pandemic needs much new habituation in the implementation of learning. The governor's circular letter policy related to the learning process during the Covid-19 pandemic must be of particular concern. This is what makes the principal be able to implement it in the learning process. It is essential that the learning process must continue to run with time and can run according to the plan for the applicable learning period in school. As well as Ngrukeman State Elementary School and Muhammadiyah Girikerto Elementary School in carrying out learning during the Covid-19 pandemic. Both schools implemented a democratic leadership style in responding to school policies during the pandemic. Learning during a pandemic is very different from everyday learning, as with new cultures and habits. A new culture in the learning process during the Covid-19 pandemic makes teachers and students must be ready to be able to reveal (Schulz-Weidner et al., 2021).

The most important thing that must be considered in the learning process is a democratic leadership style, where the dreamer's task must be able to provide comfort, influence, invite protection, and move something in the group and individual shaded, and by specific goals. A leader is also expected to communicate well so that all the organization's goals are achieved. The key to success in a leader can be seen when he communicates, behaves, and has an honest, trustworthy, and not arrogant nature. The leader can have a way of communicating that is easy to understand, enterprising, and not slow in assigning tasks to his members (Setyaningsih, 2019).

Ngrukeman State Elementary School and Muhammadiyah Girikerto Elementary School that used to be accustomed to regular schools must be able to be by the situation, where the principal must pay attention to all existing policies by the government in learning during the pandemic. The learning process during the Covid-19 pandemic pays more attention to children's health than learning remotely. This is what makes the principal of Ngrukeman State Elementary School and Muhammadiyah Girikerto Elementary School try their best to carry out learning during the Covid-19 pandemic to keep it running correctly.

Based on research conducted by previous researchers regarding the impact of the Covid-19 pandemic Chad (2020), apart from the negative aspects of the Covid-19 pandemic, it can also be framed as an opportunity. As coach Woodward summed it up, "success can be attributed to how a team works together under pressure, how they understand the importance of teamwork, and how they are willing to do a hundred things only 1% better". When full of planning and stress can also help improve the team's performance that was previously bad with the addition of extraordinary leadership on time. The emotional glue of any group or culture remains a common identity and purpose or a common enemy in the case of the Covid-19 pandemic (Ball, 2020).

Education and Culture Minister Nadiem Makarim said the crisis caused by the corona outbreak had provided the head of learning of all education, ranging from teachers, and students to students. Through this crisis, people can take much wisdom. One of them is for teachers who ultimately must be able to adapt to online learning methods after the corona outbreak. That is for the teachers, and we finally realize that the learning process can be done anywhere and does not have to be in school. However, according to him, the emergence of empathy and solidarity should not only occur when the outbreak is over (Makarim, 2021).

The most important thing that teachers, students, and parents must be aware of is adequate education, not just in school. However, effective education is a pattern of education based on the collaboration of the three elements. If there is no collaboration, education will not be effective. Of all these things, the principal's war is led to be able to explore the school more innovatively so that all can run adequately, of course by always paying attention to safety and health during the pandemic. At times like these, volatility, uncertainty, complexity, and ambiguity require quick and high-impact decisions in organizing limited information. Leaders should manage these elements, learn new lessons along the way, and help develop various problem-solving strategies (Syarifudin, 2020).

A leader in public and private schools has a leadership style, of course, must be able to study and explore leadership issues, especially in Islamic leadership, and need to understand in advance the understanding of leadership through various definitions of leadership (Moedjiono, 2016). This is very important to note to every leader that the leader must be able to choose the right leadership style in leading an organization. Furthermore, the leader is expected to be able to study more critical leadership issues, especially in Islamic leadership, and the leader must understand the meaning of leadership in general and precisely (Rohman & Muna, 2019).

Educational leadership will intersect between principal problems in management to improve the institution's performance and provide "the opportunity to be able to hold meetings more effectively with teachers in conducive circumstances. This is the role of the principal required to be able to encourage the performance of teachers with a sense of friendship, closeness, and full of trust in the teachers, both individually and in groups" This is an expected democratic leadership style that is desired by the managerial institutions/principals so that the performance of teachers is better day by day. The principal, in this case, is expected to have an optimistic nature towards subordinates, teachers, and employees, to be able always to encourage, direct, protect, and can provide motivation for all school residents to work together in realizing the vision, the mission of the school's goals (Mulyasa, 2019).

The above understanding explains that the ability to lead or the leadership process is essential because there is a process to influence, move and even move a person or group to achieve specific goals. In every organization, the leader chooses the best style. In order to create an independent organization

and, of course, by the vision and mission they want to achieve. Having a good personality is essential in leading an organization. The leader must also have intelligence so that what he wants to plan is by the needs of the organization he leads. Leaders are essential in the successful development of an organization and can be seen in leadership quality (Asare et al., 2021). The above understanding explains that the ability to lead or the leadership process is essential. There is a process to influence, move and even move a person or group to achieve specific goals. In every organization, the leader chooses the best style. In order to create an independent organization and, of course, by the vision and mission they want to achieve. Having a good personality is essential in leading an organization. The leader must also have intelligence so that what he wants to plan is by the needs of the organization he leads. Leaders are essential in the successful development of an organization and can be seen in leadership quality.

From the presentation of the description above, the author tried to discuss more deeply the differences in the democratic leadership style of the principal in the learning process at Ngrukumen public school and muhammadiyah Girikerto Yogyakarta secret base during the Covid-19 pandemic. Given that during the Covid-19 pandemic, the principal must consider and implement several policies in learning during the pandemic. So that learning continues to run well even during the Covid-19 pandemic.

## RESEARCH METHODS

This research uses qualitative types, using a descriptive qualitative approach. The qualitative method, which has been cited by Sugiono (2018), explains that the qualitative research method is where this research is also called the naturalistic method of wanting that this research is based on natural settings and because the data from this study is collected and for analysis is quality. The informant subjects that will be conducted research are Ngrukeman State Elementary School principals, namely Kasminingsih, and the Principal of Muhammadiyah Girikerto Yogyakarta Elementary School, Nurul Muslichatin. Researchers choose these two schools because they can analyze more deeply the differences in leadership styles of public and private principals in managing the school-led learning process. Two schools are essential to see from the results of pre-research conducted that these two schools have similarities in education (Sugiono, 2018).

Research place at Ngrukeman State Elementary School with Muhammadiyah Girikerto Elementary School. The professionalism of a principal must be urgently needed for the time being. The principal must maintain a better education even in a pandemic atmosphere. This is what makes this research indicator to analyze in-depth related to the professionalism of the principal, which is different in investigating the school in the learning process during the pandemic. Data collection techniques in this study use observation where researchers made observations from September 12, 2021, to November 22, 2021, at Ngrukeman School and The Principal of Muhammadiyah Girikerto



Elementary School Yogyakarta. This observation is made when activities occur in the school environment. Researchers make descriptive observations when entering the school environment as a research target. Researchers conduct an open and thorough study, describing all things seen, heard, and felt. The elevation is aimed at paying attention accurately, writing the phenomenon in research, then improving the relationship related to aspects of the phenomenon, interviews in which researchers use semistructured interviews. This method includes in-dept-interview, interviews like this are more accessible than structured interviews. The interview will be shown to the principals who want to be researched in this research. The purpose of this interview is to get the problem more openly because, in this case, the interviewee can be able to express his opinions and ideas. This study used interviews where questions and answers were given verbally at the time of submission. This communication can be done face to face, but it can also be done by telephone. Documentation was needed to collect data that can produce essential records related to the studied problem so that they are complete, legitimate, and not based on thoughts or opinions. In this case, the researcher takes documents or archives of data that describe the democratic leadership style of the principal. The state with a private principal at the time of the pandemic in the school's management. Whether it is program shaped.

## RESULTS AND DISCUSSION

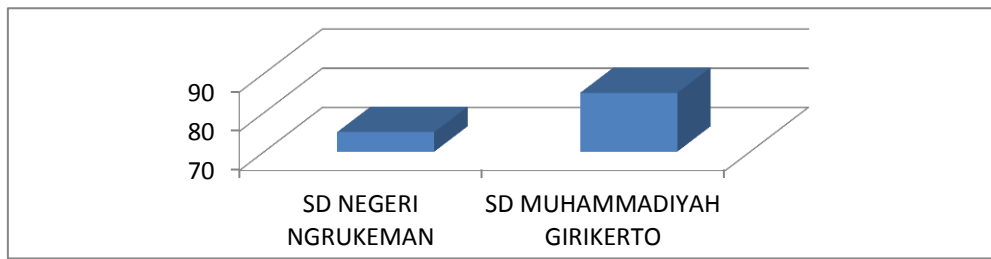
The democratic leadership style of the principal of Ngrukeman State Elementary School in learning during the pandemic follows the policy provided by the minister of education. The principal in this policy understands that all activities must be carried out as well as possible. It is just that the implementation of the school is adjusted to the conditions of each school and the teachers' opinions (Juliantoro, 2017). It should be noted that under the current conditions, elementary schools hope that the democratic leadership style implemented in Learning during the pandemic is more effective because there is a letter from the center. The principal tried to create a more conducive school atmosphere for Learning during the pandemic (Kasminigsih, 2021).

The implementation of learning in schools carried out by Ngrukeman State Elementary School is its implementation by socializing with school residents. Be it the father/mother of the teacher in the school, parents of student guardians, students, and residents. What to do during this pandemic so that the teaching and learning process can continue while maintaining strict health protocols, not harming students, but Learning continues (Comalasari et al., 2020). Schools can carry out learning according to the policies that have been conveyed in the socialization of the principal during the pandemic. The learning process in schools is not fully online; Learning is a combination (semi offline / semi-online), and there is a limited interface. If previously, there was PTMT (Limited Face-to-Face Learning) using limited consultation, students can consult when there are difficulties in learning on a limited basis (Kasminigsih, 2021).

The strategy of the principal of Ngrukeman Elementary School to improve the quality of Learning during the pandemic in a democratic leadership style is by the way each teacher is a friend of a partner, not a brutal leader. However, it must be wise to consider their family to speak with their hearts to feel the same according to their primary duties and responsibilities. Sulfemi (2020). There is an Upgrading program so that more Fress, there will be created a friendship, create a family that will grow a sense of Teamwork and family in Sarangan East Java. This is done one time in 1 learning. This discussion states that for every leader to be successful gives a sense of family, which can foster a sense of respect in carrying out duties and functions as a teacher. This is a strategy carried out by the principal to improve the quality of learning during the pandemic in a democratic leadership style (Rokhani, 2020).

**Table 1. Data interviews Principal of Ngrukeman Elementary School**

No	Questioning	Principal of Ngrukeman Elementary School	Observation Results	Documentation
1	Is the democratic leadership style used during the pandemic more effective?	Yes, it is clear, that during this pandemic there are rules, there are circulars both from kemndikbud, from the province, from the regency, and from the youth and sports office, but it is understood that the relationship of our democratic leadership style implements the circular letter in accordance with their respective conditions.	All learning activities during the pandemic are the same things that the principal has explained.	The principal always pays attention to health and effectiveness in the learning process.
2	What strategies have you implemented in an effort to improve leadership qualities during this pandemic in a democratic leadership style?	As a principal who uses this democratic leadership style that every teacher does is a workmate / partner, not as a hard leader, "NO". But it must be wise to assume that their family speaks with the heart.	The principal made the teachers a family to be able to synergize in the learning process during the Covid-19 pandemic	The learning process during the Covid-19 pandemic was carried out well, by providing openness for teachers to argue about learning during the Covid-19 period.



**Figure 1. Differences in Democratic Leadership Styles of State and Private Elementary Schools During the Covid-19 Pandemic**

The diagram results explain that for Nrukeman State Elementary School schools to carry out the learning process during the Covid-19 pandemic by government regulations. Meanwhile, Muhammadiyah Girikero Elementary School applies a democratic leadership style to the learning process more flexibly because the private school of Muhammadiyah Girikero Elementary School during the Covid-19 pandemic is higher many achievements were achieved even during the Covid-19 pandemic.

The democratic leadership style of muhammadiyah elementary school principal Girikerto in learning during the pandemic is always paying attention to policies that must be implemented in the learning process (Murtadlo & Indriani, 2022). Furthermore, to overcome the new policy in education, the principal cannot take his policy because the one who moves directly to carry out the task is the teacher; we as the principal become a team to supervise the existing programs in the school. This requires precise coordination for implementing the learning process during the pandemic. So that later, all learning activities and programs can be implemented properly, of course, by mutual expectations (Fauzi, 2017).

The implementation of learning in schools conducted by Muhammadiyah Girikerto Elementary School by paying attention to all inputs then from each input we draw the best conclusions, well that is what we do, so it is not focused on the thoughts of the leadership. So if there is a problem, we tend to discuss it with the teacher and get the best conclusion. During a pandemic like this, it is essential to have proper communication and pay much attention to the benefits of every action carried out in the learning process without losing others (Rahmawati et al., 2020).

The learning process during the pandemic is semi-offline / semi-online; there is material retrieval, taking questions that we will collect a week later. Technical learning can connect the WA group, not directly, so we can convey the material through WA that can be read when parents return home. Characterized by Muhammadiyah Gikerto Elementary School, which is in the upper zone and challenging to signal, complete online learning is very heavy if it must be carried out (Pramana et al., 2020). The principal has conveyed this to all teachers as the field technical implementation team. By the decree of the governor and the central government, it is still prohibited to implement face-to-face learning. If we want to force complete learning, then harm children related



to difficulty signaling and the condition of parents whose cellphones are brought to work (Nicola et al., 2020).

In endemic times like this, schools try to carry out reflections to improve learning better by looking at teacher performance and children's results as well, then seeing the spirit of teachers and children in learning during the pandemic is carried out correctly / not because decisions are taken not only from the principal. So how to reflect on this, the principal holds a meeting once every two weeks, every Friday. If the pandemic's beginning is often evaluated, we can get one week or two three times to see changes in the spread of Covid-19 (Balasopoulou et al., 2017).

That the primary function of leadership itself is to lead with abilities that can affect people and the school environment is critical. Furthermore, the leader is always expected to provide more effective actions in providing teacher motivation so that the person can do what the leaders want (Xu et al., 2021). Leaders must be able to avoid counterproductive actions that can reduce motivation for teachers' performance in the learning process. In this case, the leadership of the principal of Muhammadiyah Girikerto Elementary School significantly influences learning, especially during the Covid-19 pandemic that we are currently experiencing together. In this case, look at the observations, analyze what is in the school during the learning process, and collect supporting data to complete the research. Therefore, the principal's war determines the continuity of the school in order to carry out learning and school administration, be it the primary duties and functions of teachers. Democratic leadership style must be applied in schools during a Covid-19 pandemic (Kriswanto & Hasanah, 2021).

In line with the nature of the democratic leadership style where the leader seeks to synchronize the interests and goals of the organization with common interests. The principal gave aspirations openly for subordinates to be able to carry out learning that will be programmed during the Covid-19 pandemic (Jakayah et al., 2018). This democratic leadership style of the principal also applies a Transactional leadership style where this transactional leadership style. This means that the leader can accommodate subordinates to practice making decisions; this leadership can prepare future leaders and help the school's performance for a long time (Mukhlis et al., 2022). This statement shows that all policies in the school are not only taken from the principal but accept all the wishes. All the suggestions given by the teachers are concluded together to get results for the school's needs.

That Muhamamdiyah Girikerto Elementary School is not fully online, which is challenging to signal to implement learning during the Covid-19 pandemic. Learning is a combination (semi offline/semi online)". Therefore, parents adjust their children's needs to carry out the learning process during the Covid-19 pandemic. However, previously, most parents did not have the tools for the learning process during the pandemic. From this statement, it can be known that learning in school is a combination (semi offline / semi-online). Keep in mind that the school carries this out in the common interest by always paying attention to every aspect of the shortcomings. The exciting thing at the

time of this study is that all parents can investigate the situation so that the implementation of the trial can take place, which was once only semi-online until now can feel limited face-to-face learning or so-called limited face-to-face meetings (Bansal 2020).

This statement shows that all learning activities in schools are running quite well; by implementing the WFO (Work From Office) system, at least there is WFH carried out on Saturdays. Internally, inhibitory factors in learning during the pandemic are when there are teachers affected by covid. The learning that should be delivered can be constrained, increasing that when there are teachers affected by covid, automatically the related teachers need to rest fully until healed. Furthermore, the principal also stated that the constraints in external factors were signals in learning. This is because muhammadiyah Girikerto elementary school is located on the slopes of Merapi, which is ensured that the signal is difficult to reach (Sanjani, 2018). The school has an HT/Walkie Talkie (Protofon), a handheld communication device that can communicate with two or more people using radio waves.

Even though the school is small on the slopes of Merapi, the school can still be adjusted during the pandemic. Just as the school was chosen to be a culture-based, literacy, numerical, and diagnostic school, the school was selected to be a face-to-face model school in the true subdistrict of 22 schools". This statement shows that muhammadiyah schools are excellent to see from the time of observation, research, and data takers. This school provides an excellent example of Muhammadiyah Girikerto School school selected to be a culture-based school. Then our school was selected for literacy, numeracy, and diagnostic school; then, our school was selected as a face-to-face pilot school in Turi subdistrict among 22 schools (Muslichatin, 2021).

The school's achievements can be analyzed that muhammadiyah Girikerto elementary school is very concerned about matters related to government policies in learning during the current pandemic (Pramana et al., 2020). The principal in this statement is that the school will carry out learning according to existing conditions. Learning during the current pandemic is with the PTMT (Limited Face-to-Face Learning) system. The principal in this policy is very well received and can carry it out in a led school. The principal once explained that the school was ready to carry out learning in advance before the limited face-to-face meetings policy. Then the principal expressed his hope to apply a democratic leadership style in the future (Rahman & Subiyantoro, 2021).

**Table 2. Data interviews Principal of Muhammadiyah Girikerto Elementary School**

No	Questioning	Principal of Muhammadiyah Girikerto Elementary School	Observation Results	Documentation
1	Is the democratic leadership style used during the pandemic more effective?	Yes obviously, because in the policies during this pandemic there are many, especially in the world of education, so it is impossible for us to take our own	Government policy is the focus in the implementation of learning during the	The principal always pays attention to health and effectiveness in the learning

		policies, because those who move directly to carry out tasks are teachers, we as principals become a team to supervise existing programs in schools.	Covid-19 pandemic.	process,
2	What strategies have you implemented in an effort to improve leadership qualities during this pandemic in a democratic leadership style?	I think it's the same, more able to read programs and situations that develop.	Principal to be able to always learn in every condition in the interests of better education	The learning process during the Covid-19 pandemic was carried out better than before. Improving the achievements obtained by the school

The results of the analysis that has been presented above can be known that the difference in the democratic leadership style of the principal of Ngrukeman State Elementary School with the democratic leadership style of the principal of Muhammadiyah Elementary School Girikerto Yogyakarta is the principal of Ngrukeman State Elementary School using a democratic leadership style to all school residents, be it, teachers, students, and parents, with the system tightening health protocols in the implementation of learning during the Covid-19 pandemic. Meanwhile, the principal of Muhammadiyah Elementary School Girikerto Yogyakarta implemented the leadership style in a democratic combination way by looking at the performance of teachers, paying attention to all subordinate aspirations for the benefit of the school, and providing policies according to the suggestions that have been given by teachers, so that policies will be implemented together in the process of school distribution during the pandemic. It is said democratic combination that at the time of research for the principal of Muhammadiyah Girikerto Elementary School has the nature of leadership style that exists since childhood, this can be proven when the number of mandates held in every organization and community, this is what makes the principal accustomed to leading both the world of education and non-education (Enny Comalasari, Edi Harapan, 2020).

This explains that as a principal should always be able to improve yourself, in every way. As with scientific upgrades, information upgrades, any upgrades for school progress. From this presentation it can be seen that a principal should not be satisfied with the achievements that have been carried out. A good principal is a principal who is willing and able to carry out all the tasks to make the school better than before. Keep in mind that the principal becomes an inspiration for teachers and can provide opportunities for subordinates in giving, advice, and criticism (Purwanto et al., 2020).

This can foster a good sense of cooperation, rather than that the principal is also entitled to decide what has become a mutual agreement to be able to carry out in the learning that will take place. Policymakers must be written and

thoroughly considered, be it a learning program for the betterment of the school. If it is only basic concepts do not need to be written because it is only technical in the field. Of all the expectations of the current principal is hopefully the one who leads the school to always give the best for the school, and process to always learn in all things that can support the success of the school (Salim & Hasanah, 2021). Then the principal explained things related to what activities the principal did, outside school hours, and how the family of the principal's mother was doing (Sutianah et al., 2018).

## CONCLUSION

The democratic leadership style of the principal of Ngrukeman State Elementary School Yogyakarta applies a systematic democratic leadership style. While the democratic leadership style is like Muhammadiyah elementary school Girikerto Yogyakarta applies a democratic leadership style combined with a trachsaksional and charismatic leadership style. The difference in the democratic leadership style of the principal of Ngrukeman State Elementary School with the democratic leadership style of the principal of Muhammadiyah Girikerto Yogyakarta Elementary School is the principal of Ngrukeman State Elementary School using a systematic democratic leadership style. Meanwhile, the principal of Muhammadiyah Elementary School Girikerto Yogyakarta carried out the leadership style by means of a combined democratic combination leadership style between democratic, transactional and charismatic. Further research is expected to be more in-depth for discussions related to learning during the Covid-19 pandemic. The author's recommendation that the next research be more.

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