



SCHOOL PRINCIPAL LEADERSHIP STYLE IN IMPROVING INSTITUTIONAL QUALITY

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Abstract:

Principal Leadership Style in Improving Institutional Quality. The leadership style that exists in an organization has a very important role in achieving organizational success, therefore with a good leadership style, the more likely the organization or institution is to achieve the desired target. The purpose of the research conducted by researchers is to find out and describe how the principal's leadership style improves the quality of the institution and to find out what are the supporting and inhibiting factors of the principal's leadership style.

Keywords: Principal Leadership Style, Institutional Quality

INTRODUCTION

The success of an institution is never separated from the role of the leader who runs it, therefore the leader plays a very important role and is the key to success in every educational institution. To develop an institution, you must choose the right leader. This has become an urgency in the world of education, because the success of educational institutions is not only due to having a lot of enthusiasts, not only having made many achievements from various competencies, but also seen from the leader, what leadership style is applied by the principal which will be in the spotlight of all parties involved in the scope of education in improving the quality of the institution they lead. It has been explained in the Hadith of the History of Bukhori:

إِذَا أُسْنِدَ الْأَمْرُ إِلَىٰ غَيْرِ أَهْلِهِ فَانْتَظِرِ السَّاعَةَ

Meaning: "If a case is handed over to someone who is not an expert, then wait for its destruction."

The "destruction" of the hadith can be interpreted in a limited way and can also be interpreted broadly, if there is a leader who does not have expertise in leading then what will be "destroyed" is something he leads.

A true leadership style is "a consistent behavior that is owned by a leader and can be known by other parties when the leader tries to influence the activities of others".

This is in line with the thoughts of the educational figure Siagian who argues that: The leadership style that exists in an organization has a very important role in achieving the success of the organization in carrying out its various activities, especially seen in the performance of its employees.

As a result, through a good leadership style, the organization will succeed in achieving the expected target.

Another opinion states that:

The success of an organization depends heavily on the quality of the leadership style which always anticipates changes by taking advantage of all opportunities,

motivating their subordinates to the level of productivity or goals that have been set. In addition, a good leadership style possessed by a leader can be used as a strong directive (task behavior), high emotional relationship behavior influences to achieve the expected goals.

"With a leadership style, the greater the sense of confidence and trust the leader has in his subordinates, the greater the likelihood that the organization will have a record of high productivity." Therefore, to get to know more about how a leader takes attitudes and decisions in dealing with certain situations, it is necessary to state several types or types of leadership styles so that knowledge related to leadership is clearer (Kulsum, U., Suhermanto, S., & Sugiono, 2021).

From the description above, the leadership style, directly or indirectly, has a positive influence on the development of work productivity of employees or employees. Thus the leadership style included within the scope of the organization is an important factor in increasing work productivity. So it can be concluded that the influence of leadership style on employee performance is very large, it can make employee performance more enthusiastic or vice versa even slackens, and the success of every organization depends on the resources that manage it.

The success of an organization depends heavily on the quality of the leadership style which always anticipates changes by taking advantage of all opportunities, motivating their subordinates to the level of productivity or goals that have been set. In addition, a good leadership style possessed by a leader can be used as a strong directive (task behavior), high emotional relationship behavior influences to achieve the expected goals (Kasztelan, 2017).

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From the description above, the leadership style, directly or indirectly, has a positive influence on the development of work productivity of employees or employees. Thus the leadership style included within the scope of the organization is an important factor in increasing work productivity (Creswell, J. W., & Creswell, n.d.). So it can be concluded that the influence of leadership style on employee performance is very large, it can make employee performance more enthusiastic or vice versa even slackens, and the success of every organization depends on the resources that manage it.

At the time of the appointment of the school principal in 2020, Nurul Jadid High School began to have a new principal who would continue the previous principal's programs in improving and developing the quality of education or institutions. From the results of the interviews above, it can be concluded that the school principal has a very big effort to improve the quality of education and develop Nurul Jadid High School to be better and continue to improve than before.

In managing an institution, school principals have their own leadership style in accordance with the personality traits and attitudes they have and in accordance with the circumstances and conditions of the surrounding environment. Until now, the most appropriate leadership style to be used to lead an educational institution or school is still a question, as the principal's leadership style is not yet known which is used to lead the institution he leads (Rosyid, 2021).

Seeing the statement above, based on the preliminary survey, the principal at Nurul Jadid High School certainly has a good leadership style. However, researchers do not yet know in depth whether the leadership style of the principal used is able to influence all elements in the Nurul Jadid High School in improving the institution.

For this reason, the authors are interested in knowing more deeply about the leadership style and efforts of school principals in improving the quality of institutions so that they can achieve superior education. This is realized by the authors in a study entitled "Leadership Style of Principals in Improving Institutional Quality (Case Study at Nurul Jadid Paiton High School Probolinggo)".

RESEARCH METHODS

This research uses a qualitative approach with the type of case study research. This qualitative research is descriptive in nature, namely research in which the data are in the form of words (not numbers, originating from interviews, report notes, documents etc.) or research that prioritizes an analytical description of an event or process as it exists in a natural environment to get a deep meaning of the nature of the process. Research activities emphasize more on concepts and processes. Researchers went directly to observe and understand how the principal's leadership style improves the quality of institutions at SMA Nurul Jadid Paiton Probolinggo. Then the researcher gives an interpretation of the incident or events that took place (Sa'adah, S., Zainab, I., Wali, M., 2022).

In this study, data were collected in a natural setting as a direct data source. Therefore, the research is expected to be able to describe, as well as obtain data regarding the leadership style of the principal in improving the quality of institutions at SMA Nurul Jadid Paiton Probolinggo. The reason researchers use this method is that researchers want to understand in depth about the problem under study (Winarni, 2021).

RESULTS AND DISCUSSION

Nurul Jadid Paiton Probolinggo High School Principal's Leadership Style in Improving Institutional Quality in 2019-2020

When a leadership process takes place, a leader applies a certain leadership style. An effective leadership style is a leadership style that can influence, encourage, direct and mobilize people who are led according to the circumstances and conditions so that they want to work enthusiastically in achieving organizational goals. Regarding the Principal's Leadership Style at Nurul Jadid Paiton Probolinggo High School in general, using a participatory leadership style states that one leadership style can effectively influence subordinates to improve subordinate performance. "The leadership style that I apply is a participative leadership style which involves team members in making decisions. But besides that, I as a school principal or leader must be able to provide good directions and examples to subordinates, and must be able to communicate well and have good personality traits such as honesty, confidence, responsibility, and role models. Then this is where the leadership or leadership style that I apply can be emulated by subordinates, what is of concern is the effectiveness and efficiency of achieving institutional quality. Another opinion from a teacher in Mathematics at SMA Nurul Jadid Paiton Probolinggo regarding the leadership style of the school principal. He gave the answer:

"The principal often controls the state of the class to see directly whether the teacher is present or not. And if not present, has the teacher asked permission beforehand? If the teacher is rarely present, the principal will reprimand the teacher to ask the reason for the teacher's absence and then the principal will take action in the form of directions and warnings (Aini & Rosyad, 2019).

The same thing was conveyed by one of the staff at SMA Nurul Jadid Paiton Probolinggo regarding the leadership style of the school principal, he gave the answer:

"The principal usually has conversations or social gatherings every day. What is discussed is matters related to the state of the school, one of which is the problems faced by teachers when teaching. The principal conducts social gatherings before school starts, or when the teachers are on break and also after teaching."

The principal of SMA Nurul Jadid Paiton Probolinggo also added that the existence of a leadership style is very important and influences the situation and the development of the teaching and learning process, for example the way the teacher teaches is unpleasant and can cause student rejection of the teacher. Therefore it is necessary to analyze the teaching and learning styles of students through teaching training, based on the above, the school, especially the principal, always communicates such as private and group conversations with subject teachers, and more importantly

the school expects the teacher -teachers to mutually evaluate and exchange opinions about the teaching process both the good results of teaching and weaknesses in controlling teaching and learning situations so that they can teach even better.

Based on observations on March 4 2020 at Nurul Jadid Paiton Probolinggo High School, in the principal's leadership style, the principal's approach is to approach, prepare meeting findings, take action in the form of looking indirectly in the sense of visiting class with the excuse of looking for something, even though the principal is currently observing indirectly. Then administrative checks such as checking lesson plans, syllabus, learning tools, teacher absences and most importantly teacher discipline in teaching (Al Fatihah, 2016).

Based on the presentation of observational and interview data about the Principal's Leadership Style at Nurul Jadid Paiton Probolinggo High School, it can be concluded that the principal's leadership style works well by using a good approach and collaboration with subordinates. The leadership is to take a class approach to see directly the activities of the teaching and learning process, administrative developments such as monitoring teacher absences, the discipline of personnel members. Then the school also held leadership training, training on making lesson plans, and syllabus.

The success of the principal is influenced by his leadership style towards subordinates. The principal's leadership style in improving the quality of the institution is; Participative leadership style; in carrying out their duties, the leader is willing to accept suggestions from his subordinates and even ask for criticism from them for the success of joint work. He gave enough freedom to his men because he put enough trust that they would try to get the job done on their own as well as possible. All efforts are aimed at making subordinates always achieve good results from themselves. Complementing school leadership, in a democratic society, participatory leadership needs to be developed (Sa'adah, S., Zainab, I., Wali, M., 2022).

This is based on information from the Principal of SMA Nurul Jadid Paiton Probolinggo regarding the leadership style of the principal in improving the quality of the institution, he gave the following answers:

"The style or method that I apply in my leadership, especially at Nurul Jadid High School, prioritizes a style of togetherness and an approach which views subordinates as partners, does not impose their will, views subordinates as work partners, builds cooperation as a work team, gives confidence to subordinates , accepting criticism for the progress of teachers and schools, giving freedom to creativity to subordinates, building enthusiasm for work, including giving praise to those who are diligent, providing job opportunities for those who are able.

Based on the results of research conducted by researchers, several actions were taken by school principals to improve the quality of institutions with a participatory leadership style, namely being a participative leader means involving team members in decision making. This is especially important when creative thinking is required to solve complex problems or make decisions that will impact team members. The participative leadership style places more emphasis on high support in decision and policy making but little direction. A leader style that is high in support and low in direction is referred to as "participatory" because positions of control over problem solving and decision making are held alternately. With the use of this participatory style, leaders and subordinates exchange ideas in solving problems and making decisions.

CONCLUSION

Based on the description of the data and discussion of the research results, it can generally be concluded that the leadership style of the head in improving the quality of institutions at Nurul Jadid Paiton Probolinggo High School after observing and scrutinizing the results of observations, interviews and documentation studies in the field can be concluded that: 1). The principal's leadership style in improving the quality of institutions at Nurul Jadid Paiton Probolinggo Senior High School uses a

participatory leadership style, 2). Supporting and inhibiting factors of the principal's leadership style in improving the quality of institutions at SMA Nurul Jadid Paiton Probolinggo. The supporting factors are the existence of adequate facilities and infrastructure, and competent teachers. While the inhibiting factors are the limited number of programs for training teachers outside of official hours, and employees and students who are less disciplined in the rules that have been set.

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