



THE LEADERSHIP OF THE SCHOOL PRINCIPAL IN BUILDING A QUALITY SCHOOL AT SMP NEGERI 2 MLANDINGAN

Jamaluddin

Universitas Nurul Jadid, East Java, Indonesia

Email: ju05342@gmail.com

Abstract:

Principal leadership was a determining factor in the education process in SMP Negeri 2 Mlandingan. Principal leadership emphasized the formation of student character and not on student grades. The purpose of this study was to describe the leadership style applied and the role of principals as leaders in building high-quality school. This type of research was qualitative research. The research design used was phenomenology. Research used primary data in the form of interviews and observations and used secondary data in the form of documents obtained from school. The data analysis used was an interactive model analysis with source triangulation and methods. The results of this study were: First. Principal leadership had a democratic-monarchic leadership style. This was based on the system that applied in the process of determining policies and decision-making processes carried out jointly.

Keywords: Leadership of school head, Elementary school, Quality

INTRODUCTION

Schools are educational institutions that have various dimensions that are related to each other and support each other, in which there are teaching and learning activities to improve the quality and develop the potential of students. The principal has the highest position in the school. Because the principal has an important role in everything in the school. For this reason, school principals and teachers must work together and coordination is needed to advance quality schools. Thus, the principal's leadership becomes a determining factor in the educational process in schools. According to Priansa (2014: 49) the principal is a professional official in the school organization, whose job is to manage all school resources and collaborate with teachers, staff and other employees in educating students to achieve educational goals. A professional school principal will adapt to the needs of the world of education and be able to develop according to current developments in the era of globalization.

Quality schools are not born by themselves and are not born because of complete facilities. A quality school must be formed, planned well and implemented well. In its implementation, cooperation between each other, stakeholders, and commitment from the school community is also required. Wahyusumidjo (2011: 83) explains that the principal is a functional teacher who is given the additional task of leading an institution or school where the

teaching and learning process is held or a place where interaction occurs between teachers who give lessons and students who receive lessons..

Leadership is an important factor that a school principal must have. According to Kartono in Priansa (2014: 162) leadership is the ability to provide a constructive influence on other people to carry out a cooperative effort to achieve planned goals. Meanwhile, according to Syarifudin (2011: 108), leadership is a process of interaction between leaders and other people who are led in a group or organization. Leaders in exercising their leadership influence, direct and mobilize all group members to empower the resources of the organization they lead to achieve organizational goals.

Based on the results of initial interviews, it is known that in 2022 the principal at SMP Negeri 2 Mlandingan will change and after the change of principal, the school will be able to have more than 246 students. With the change of principal, SMP Negeri 2 Mlandingan made a policy by adding the words special program or integrated Islam. This turned out to have a big influence on parents' considerations in sending their children to elementary school. The increasing number of interested people also uses strategies carried out by school principals, namely carrying out promotions such as distributing brochures, calendars, putting up billboards, making creative and educational magazines. The various efforts made by the principal turned out to be able to attract the attention of parents because the school was able to compete with superior old schools.

Schools are complex and unique institutions. It is complex because the school as an organization contains various dimensions which are interconnected and determine each other. Medium is unique because the school has its own character, where the teaching and learning process takes place. Because of its complex and unique nature, schools as organizations require a high level of coordination. According to Wahyusumidjo (Priansa, 2014: 33) the success of a school is the success of the school principal. According to Sumayang (Priansa, 2014: 12) it is explained that quality is the level at which the design specifications of a product, goods and services are in accordance with its function and use, in addition, quality is the level at which a product of goods and services conforms to the design specifications. In this regard, the quality of education can be seen in two ways, namely referring to the educational process and educational results. A quality educational process occurs when all educational components are involved in the educational process itself. Based on the perspective of a quality school, it is the same as a quality school which refers to the extent to which the school can achieve the planned goals or as expected.

SMP Negeri 2 Mlandingan places more emphasis on building student character and not on student grade results. The principal can manage school conditions well and what is more interesting is that the school at SMP Negeri 2 Mlandingan does not select its students so that children with various characters and abilities can be accepted. The parenting style of teachers at SMP Negeri 2 Mlandingan towards students is more emphasized by paying attention to

students' needs in understanding student character. The school applies the same curriculum as the government curriculum, the only difference is in the addition of English, Religion and calligraphy subjects.

The principal at SMP Negeri 2 Mlandingan also applies learning based on multiple intelligences. This school is an elementary school that has parallel classes, with 3 groups each for the lower class and each group for the upper class. Every teacher at the school also makes learning fun and interesting. This can be seen from the Alpha Zone activities. Alpha Zone is an activity that is similar to apperception, namely a series of activities carried out to prepare students to receive learning. The leadership exercised by the principal at SMP Negeri 2 Mlandingan Special Program in building a quality school can be said to be successful because with the principal creating programs that attract students' interest and the school is able to compete following developments. The formulation used in this research: 1) What is the leadership style of the principal at SMP Negeri 2 Mlandingan?.

RESEARCH METHODS

This research uses a qualitative approach to reveal events with a thorough explanation of what they are. The research design used is phenomenology. The main focus of phenomenology is real experience. According to Darmadi (2014: 209), phenomenological research explains or reveals the meaning of concepts or experiential phenomena that are based on awareness that occurs in several individuals. Researchers focused on the principal's leadership in building quality schools at SMP Negeri 2 Mlandingan. The researcher as an instrument carried out observations regarding the leadership of the principal at SMP Negeri 2 Mlandingan. Next, conduct in-depth interviews regarding various questions with the resource persons, namely the school principal and teachers. Furthermore, the data obtained is processed and analyzed to obtain real information from the Principal about the principal's leadership in building quality schools at SMP Negeri 2 Mlandingan.

Data collection techniques are techniques or methods that can be used by researchers to collect data. The data collection techniques used in this research were interviews, observation and documentation. The validity of the data in this research uses triangulation. Triangulation is a technique for checking the validity of data that is based on something outside the data, for the purpose of checking or comparing existing data. In qualitative research, two types of triangulation can be used, namely technical triangulation and source triangulation. Triangulation techniques are different data collection techniques to obtain data from the same source. Qualitative data analysis is carried out by working with data, organizing data, sorting it into manageable units, synthesizing, looking for and finding patterns, finding what is important and what is learned and deciding what can be told to others. The analysis technique has 3 stages, namely as follows: Reduction, display and verification.

RESULTS AND DISCUSSION

The principal's leadership is very influential on school progress because this leadership style contributes as much as 75% to school progress. Considering

the history of the development of SMP Negeri 2 Mlandingan 5 years earlier, it was still underdeveloped and had low school quality. This is as stated by Mr. Nasrul:

"In the past, my idealism was that schools should develop together, but after 8 years, the statement is true, if the principal's leadership influences 75% of the school's progress. And this 25% includes teachers and school residents. The principal's leadership is very important in determining how the school will be directed, its quality, design and policies. "If the leadership is different, it can change the policies in the school, it can become more developed, the school can decline, and it can be the same but with different innovations and programs."

The leadership style of the principal of SMP Negeri 2 Mlandingan is Democratic, this is as stated by the class VII teacher Fathoni who stated:

"We see that Belian's leadership is very democratic, this can be seen in the policies he takes, such as the decision-making process which must be done through deliberation. "And the various policies he issued have gone through the deliberation stage."

Based on several interview statements, several conclusions can be drawn that the leadership style of the principal at SMP Negeri 2 Mlandingan applies a democratic leadership style. Even though in some cases it applies a monarchical style, it is often identified with a monarchical democratic leadership style. From the interview excerpts and based on the documentation data and observation process above, it can be concluded that the leadership system of the principal of SMP Negeri 2 Mlandingan has a democratic-monarchical leadership style. This statement is supported by several administrative evidence and excerpts from interviews with several teachers and school principals who spoke.

This leadership is also closely related to the role of a manager, where managers often apply several things in managing and organizing institutions and schools, school systems that are formed in an organizational structure, each of which has a coordinator as the person in charge. This is often referred to as control management. This control management is a source of strength for the leadership system at SMP Negeri 2 Mlandingan.

This is also supported by the results of Triyanto's (2013) research that school principals strive to improve teachers' abilities and professionalism by giving them the freedom to take part in further education, attend training, and provide direction to work according to demands. The role of leaders as motivators must be clear. At SMP Negeri 2 Mlandingan, a program is being held that will motivate human resources to have good and measurable qualities. The teacher learning program is a form of appreciation that should be proud of. This workshop and training is held twice a month, namely the second and fourth weeks, that's when it provides motivation. Apart from that, every morning there is a roll call and teachers are sent for comparative studies to more advanced schools to provide motivation. As an innovator, a policy of 5 effective school days was created for students whose previous school day was Saturday, but children still attended school on Saturday. So Monday, Tuesday, Wednesday,

Thursday and Friday are effective school days for students. Especially on Saturdays of the first and third weeks for extracurricular students, and on Saturdays of the second and fourth weeks of holidays students are replaced by teachers studying together. So that teachers can learn fresh from the morning discussing lessons that need to be innovated.

The perception of the principal as a good leader at SMP Negeri 2 Mlandingan is a leader who is able to create good school quality and is trusted by the community. A quality school is a school that can serve all people/society. Because currently there are still many superior schools that choose children's conditions, there is selection. If schools can serve all children, whether they are smart or not. Actually, according to theory, there are no children who are not smart, because all children have their own intelligence, because in the implementation of school learning, the concept of multiple intelligences is applied.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that: 1) the leadership of the principal of SMP Negeri 2 Mlandingan has a democratic-monarchical leadership style. This is based on the system in force at SMP Negeri 2 Mlandingan where the policy determination process and decision making process are carried out jointly.

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