

# **PRINCIPAL LEADERSHIP**

(Site Study at State-Owned Elementary School 1 Tegorejo Pegandon Kendal)

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**ACCEPTANCE**

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## PRINCIPAL LEADERSHIP

*(Site Study at State-Owned Elementary School 1 Tegorejo Pegandon Kendal)*

by

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### **Abstract**

*The purposes of this research are 1) to describe the principal leadership in educational planning program, 2) to describe decision and determination of policy, 3) to describe principal leadership in controlling program. This is a qualitative research. This research is conducted at state-owned elementary school 1 Tegorejo Pegandon Kendal. The main subjects in this research are principal, teachers, and students. Data collecting method used interview, observation, and documentation. Data analysis is started data collection, data reduction, display data, and drawing conclusion. Data validity test used credibility, transferability, confirmability, and dependability. The results of the research are 1) the principal leadership of in education planning program is doing by formulating school's goal and target. Principal involved all part in doing education planning of division duty according to competences of each individual. 2) Taking decision of principal is done by doing needed analysis, democratic way, give greeting with decent language and do not allude to others. 3) Principal in controlling program is by doing inculcating the nature of trust and behavior to the staff and teacher, giving construction and guidance.*

**Keywords: leadership, planning, decision, controlling**

### **Introduction**

Management unit or school education is the responsibility of the head unit or in the development of education called the principal. Management of education in schools implementing school-based management or SBM represented by: self-reliance, partnership, participation, transparency, and accountability in program planning, curriculum development, decision making, learning activities, utilization of staff, the management of educational facilities, assessment of progress learning outcomes, and supervision.

One of the effective power in school management and responsible leadership to face the changes are the principal, the principal behavior that is

able to initiate new thinking or visionary in the interaction in the school environment by making changes or adjustments to the goals, objectives, configurations, procedures, inputs, process and output of a school in accordance with the demands of development.

In school-based management, to provide flexibility to schools to manage the potential of involving all stakeholders to achieve the elements of school improvement. Because the school has a very broad authority, the presence of a very important figure of the leader (Tanjung, 2006:4)

Elementary School Principal as leaders of the education unit shall provide direction, guidance, motivation, improvement and development of teachers and administrative staff, and to develop creativity and high productivity to achieve maximum results. This success, among others can be demonstrated by a high student achievement both academic and non academic.

According to Townsend there are five characteristics of effective school or superior, namely: the existence of strong leadership, setting clear goals and efforts to achieve it, the good relationship between the school and the parents or community, staff development and school climate conducive to learning, capable of demonstrate the skill of a set of criteria.

Central issue in the management of primary schools include: the problem of curriculum, teaching and learning, faculty, student affairs issues, infrastructure, community participation, staff, teacher competence, culture, and creating an atmosphere conducive to learning for students, as well as leadership of school principals.

According Indrafachrudi (2006:2) defines that leadership is an activity in guiding a group such that it achieved that goal, Wahyudi argues (2009:120) leadership is the ability to move, directing, influencing patterns of thought, how each member to be independent work, especially in decision-making to achieve goals. Leadership is defined as all matters relating to the work of the lead, he can about the person, character, nature, activity or behavior (Sutomo, 2007: 80).

Under some definitions it can be concluded that leadership is one's own ability to influence others to want to work together, to want to take action and act in a common goal. In connection with the above, the main issue of leadership can be divided into three main questions, namely: How to become a leader? How do these leaders apply (how behave leader)? What makes it successful leader (what makes the effective leader)? (Wahjosumidjo, 2007: 18-19)?

Based on theories about the nature of leadership that the leadership of the principal properties are: the ability of the supervisor, intelligence, initiative, physical and mental energy, a sense of purpose and direction, emotional stability, objectivity, rigor in decision making, communication skills, teaching skills, social skills, and knowledge of human relations.

Principal understanding by Wahjosumidjo (2007:83). is: a functional staff of teachers that are tasked to lead a school that organizes the learning process, or the site of interaction between teachers and students teach their lessons. Other experts define school principal is personally responsible for all school activities in Utami Daryanto (2006: 25).

Understanding of leadership and principals who have been mentioned above, it can be concluded that the principal leadership is the ability of a functional staff of teachers who were given the task to lead a school, to move, influence, guiding, directing all the resources available to a school that can optimally utilized to achieve the set goals for the school. School Principals as leaders should pay attention to and practice the leadership function in school life. The functions of a leader is as follows: arbitrating, suggesting, supplying objectives, catalyzing, providing security, representing, inspiring, praising.

Principal role in Mulyasa (2007:98) are in the know with EMASLIM, as follows: The school principal as educator, a manager, administrator, supervisor, leader, innovator, and motivator.

Principal associated with the success of a school, the teaching program development, human resources, student affairs, material resources, and

fostering a cooperative relationship between the school community (Wahjosumidjo, 2007:206).

According Anzizhan (2007), participatory decision-making involves many forms and emphasize some common beliefs or premises. First, participatory decision means closer to the students and that his actions will be made the best decisions about education for children. Second, teachers, parents and school staff have more opinions about policies and programs that affect schools and students. Third, participatory decision-making responsibility has the power to determine the decision. Finally, changes were made to fit and effective and if implemented then the decision becomes the common property of all citizens of the Principal and the school.

Decision making is the selection of alternative management actions to achieve the target (Gemilang, 2009: 2). In principle, a decision is a choice that must be taken and set up between the various possibilities and options available (Perhutani, 2007: 2). Decision-making according to Stoner and Freeman in Wahyudi (2009:43) is the process of identifying and selecting a problem or exploit an opportunity. Each decision-making process always produces a final choice, the result could be an act and an opinion on the choice. Decision making is a careful attitude in the act to determine the choice of many alternatives. Decision making is the thought process that includes all activities to solve the problem (Anzizhan, 2007: 48).

The Focus of research is how is principal leadership at state-owned elementary school 1 Tegorejo Pegandon Kendal. The focus of research is broken down into 3 (three) sub focuses : 1) How Principal leadership in planning the education program? 2) How Principal leadership in decision-making and policy determination? 3) How does the leadership of Principal in the control program?

The purpose of this study is to be achieved in this study is. To describe the principal leadership in planning the education program, to describe the principal leadership in decision-making and policy determination, to describe the

leadership of Principal in the control program. Theoretical benefits of this research is to be able to add insight and knowledge of Principal Leadership in Elementary Schools and is expected to be used as input for further research. The results of this study are expected to be useful: an input for the school and the competent authorities.

### **Research Method**

Another researcher, an input for further research. This type of research is a qualitative study using inductive data analysis, about the phenomena are informative, useful to the community of researchers, readers, and participants (Sukmadinata, 2007: 107).

This is an ethnographic research design, namely by conducting in-depth interviews with the use of field notes and observations about the complexities of group life. The group that used in this study is the state-owned elementary school 1 Tegorejo Pegandon Kendal of Principal Leadership.

The research was conducted at state-owned elementary school 1 Tegorejo Pegandon Kendal. The school is the School National of Standards and has many achievements in education, both academic and non academic. Principal have good competence in school management, teachers, and students, so teachers and students also have good performance.

Position as a researcher is the research instrument as a data collector (Iskandar, 2009:118) regarding the leadership of school. Data writings or records of everything that is heard, seen, experienced researchers for data collection activities and reflect on these activities to in ethnography, (Iskandar, 2009:118). The main data source in qualitative research is that the words and actions, as well as a written record of the document. Informants in this study is the principal, teachers, and students who serve as the key person. Information and information obtained and analyzed, interpreted, and summarized. To obtain the data, researchers act as observers as well as a full member of the group

being observed, so that the subjective impression can be avoided. The document is a record of past events. In this study, technical documentation done by collecting official documents in the form of work or achievement/ charter schools, curriculum, regulations, and notula meeting. The data have been collected in this study were then analyzed. In the analysis of data researchers conducted three phases, namely: data reduction (data reduction), presentation of data (data display) and the inferences or verification (conclusion drawing/ verification), commonly known as interactive analysis model (Miles and Huberman, 2007: 16).

According to Iskandar (2009:150-163) to establish the validity of the data required inspection techniques based on the criteria: the degree of confidence (credibility); displaced (transferability); dependence (dependability); certainty (confirmability).

### **Results of Research**

Based on observation and description of the plan concluded that the educational program at state-owned elementary school 1 Tegorejo conducted by the principal by button up. Planning education program conducted with and involve teachers, staff, school committee and parents and other stakeholders adapted to their respective competence. It is evident that in setting school goals and objectives, develop the school curriculum, admission of new students, determine the charge local school subjects, extracurricular activities, the addition of extra class hours, and fulfilled the school infrastructure. Followed up with program planning and evaluation of program implementation. Evaluation includes three things: the program, human resources, and infrastructure. One new program is implemented school English subjects from class I to class VI as local school subject content, increase minimum completeness criteria.

From interviews, observations, and documentation of improvement in the new education program is to improve human resources by sending teachers for



training and scientific writing workshops LPMP SDSN in Central of Java. Facilities and infrastructure at state-owned elementary school 1 Tegorejo is a fairly complete have 8 pieces of the laptop, 6 units LCD screen, computer labs, multimedia rooms, UKS, rooms, space and electronic library, internet networks, hot spot, management information systems.

Implementation of program improvements made based on the quality objectives and programs that have made teachers and staff work program set out in the school for one year. An example is the effort to improve school performance by members of motivation for teachers and students, and also provide material rewards for successfully achieving those goals. The evaluation program carried out in two ways: internal evaluation and external evaluation. Internal evaluation is the evaluation of teachers and staff about the educational program which it is responsible, is an external evaluation is an evaluation conducted by the staff and teachers are responsible for cross-education program or sharing.

In decision making and determination of educational policy, school principals began analyzing the needs of small things, the principal is open to accept suggestions and criticism from teachers, school staff and stakeholders. Decisions and policies made by democratic deliberation to conduct coordination meetings with the teachers and staff through clear procedures, using language that is refined, polite and not offend other people, always listen to suggestions and input from meeting participants coordination based on interviews, and documentation obtained the conclusion that the principal of state-owned elementary school 1 Tegorejo always involves parents and the school committee in decision making and policy agenda of the school as at the plenary meeting of parents on Wednesday October 12, 2011. Parent participation is very high and the school committee to provide financial aid to the school of Rp. 275.000,- each of the parents. The use is to renovate classrooms II

(two), which was badly damaged and the installation of floor tiles in 2 (two), namely classroom class II and class IV.

From the results of in-depth interviews, observation and documentation that the principal conclusions obtained in the control program at state-owned elementary school 1 Tegorejo going well, principals at state-owned elementary school 1 Tegorejo give confidence to staff and teachers as a responsible program, instilling noble souls, to provide guidance in the form of help and guidance for teachers and staff who experience barriers or difficulties in carrying out the initial activities that includes information about program activities, objectives, implementing indicator, time and financial resources.

### **Discussion**

In the previous study Hansen (1993) in the research journal titled A Technological Teacher Education Program Planning Model. The purpose of this study is to explain briefly the program planning model developed technology teacher education at the Faculty of Education, University of Western Ontario. Planning model was created to provide information on how teachers should teach with technology. The results showed that in planning educational programs for teachers to do some step is to examine the entire development process of recruitment of teachers, through pre-service preparation, continuity from the perspective of teachers increased through training or workshop, and the benefits of improved educational programs.

Research conducted at state-owned elementary school 1 Tegorejo discussed the planning program conducted by the Principal. To obtain such information researchers used a type of qualitative research. The educational program is a process of improving the quality of human resources done gradually, systematically and according to the needs of the community/ market. Principal at state-owned elementary school 1 Tegorejo began planning to formulate vision, mission, goals and objectives of the school.

The same study that discussed the planning of educational programs conducted by Mc. Neill and Edy (2005) in the research journal titled *Planning ADE: Implications From The Literature On Student Perspectives*. This study discusses the planning of distance learning for students. The method used in this study is qualitative. With the use of learning technology continues to increase, because it can affect the intrinsic factor in student performance. In this study described some of the benefits of ADE include lower costs, increased flexibility, greater convenience, higher return on investment, and expanded opportunities.

Formulation of the vision, mission, goals and objectives of the school conducted button up, the attention to customer needs, stakeholder, school outcomes, as well as intake of students. Principal at state-owned elementary school 1 Tegorejo in planning educational programs that involve multiple parties, so that educational programs are planned to run properly.

Education program planning at state-owned elementary school 1 Tegorejo done with considering the planning system made Principal is button up. Principal, staff, teachers, in planning education and the division of tasks tailored to the respective competence. The division of tasks according to its competence are expected to produce a maximum of program. In preparing the school curriculum approved by the District Education Office, the school always coordinate with the rest of citizen and stakeholder led by the school Principal. Teacher, was asked to plan educational programs relating to the administration of learning activities such as completeness of teachers, creation of information technology-based learning strategies to enhance the competence of students even attend training or workshops to enhance teachers' competence in learning activities, utilizing the facilities and infrastructure. The evaluation was conducted by the Principal as a guideline to improve the educational program or to make educational programs. The results of these evaluations have been performed as a reference in planning the next educational program to be held to make improvements or new education programs.

Alvrado (2009) in the international journal titled *Complementary uses of Information Systems in Decision Making, Planning and Democracy: An Example in the Education Sector*, this study describes the implementation of web-making guidance in education and policy sectors. Described in this study, carried out democratic decision-making. This is done because making a democracy have a positive effect for the continuity of school web program, which encourages transparency, accountability, and social control.

Research conducted at state-owned elementary school 1 Tegorejo discuss the decision-and policy-education program by the Principal. Principal in decision-making and policy determination starts from small things. Discussion of the little things that applied in the activities of requirements analysis. Leadership is the spirit which became the center of motion of the source of the organization to achieve goals. To achieve these objectives and policies need to be an appropriate decision to be made by the Principal. Decisions and policy decisions made by the principal done with attention to things that are small through the needs analysis.

Bouder and Beth (2003) in the international journal titled *Improving Government Decision-making Practices for Risk Management*. This study provides inputs for decision-makers, especially in terms of experience managing global risks, particularly those threatening the environment and human health such as financial and economic risks. The focus is on learning how to improve internal practices in management decision making.

Clear procedures for decision-making is always considered by the Principal of at state-owned elementary school 1 Tegorejo, make clear procedures and policy decisions in coordination meetings. Principal held a coordination meeting attended by school personnel. Principal gave a speech at the meeting and briefed on the topics to be discussed with the said words are smooth so as not to offend other people. Principal listen to the aspirations of staff and teachers, then taking decisions and policies agreed. Principal involves parents and the school committee in decision making and school policy. The involvement of parents and

the school committee in decision making and policy benefit the school. The school committee and parents can provide advice and input as well as to provide educational grants to schools for continuous program improvement.

Research conducted at state-owned elementary school 1 Tegorejo take sub focus on principal leadership in controlling the educational program. This research uses a qualitative research design ethnography. Control education program is an activity undertaken for educational programs going well. Principal in controlling the educational program to give confidence and inculcate noble character for the staff or the teacher who had the task of managing educational programs.

Research related to the principal role in the control of educational programs are also conducted by Victor (2009) in an international journal, entitled Principal Leadership for Private Schools Improvement: The Singapore Perspective, this study aimed to test the quality of leadership among private school principal in Singapore. The findings of the study indicate that an effective principal is able to build trust, creating structures that promote teacher activities, communication and maintain a high level of moral values and harmonious relationships between the school community.

Provision of coaching is the head of the steps taken to control the at state-owned elementary school 1 Tegorejo education program that is already running. Coaching is always conducted by the Principal to assist staff and teachers have responsibility for the passage of the education program. Staff report given to the principal and teachers always be checked, if the obstacles it encountered errors or principal does not necessarily give sanction to the staff or the teachers who have responsibilities in implementing the educational program. Coaching is done directly by the Principal. By providing guidance or assistance to staff and teachers encounter in the implementation of education programs, so that question may carry out educational well, because he felt "humanship".

Facilities owned by the school enough to help the smooth implementation of education programs, education program run smoothly. Principal at state-owned elementary school 1 Tegorejo provide facilities as complete as possible, which has 8 laptop, LCD unit 6 and the display screen, CD Learning a variety of subjects, electronic libraries, computer labs, rooms, internet networks, hotspot school, badminton courts, which can be used for students to practical activities. Libraries and laboratories are available. Availability of such facilities to make an educational program that runs be smooth and very meaningful. Currently Principal seeks to improve the quality of the learning program based on information technology and develop mastery of English language competence (local payload of school) early, the school provides facilities such as higher learning and ASS (Axest Self Study) in the form of a library of electronic. So that all textbooks (including books BSE) can be accessed directly by students on computers in the library. Initial action plans serve as guidelines in the control of the education program. Plan early activity (RKA) that have been made by the Principal include program activities, goals, objectives, implementation, indicators, time and financial resources.

### **Conclusion**

The conclusions obtained are: In planning the educational programs carried out by formulating goals and objectives of the school. According button up, the attention to customer needs, stakeholder, out came school, and student intake. Principal at state-owned elementary school 1 Tegorejo involve all stakeholders in education planning, division of tasks according to the competency of each individual. To evaluate the target program which includes three things: program evaluation, human resources, and infrastructure.

The principal decision-making done by considering the small things through the needs analysis. Decisions and policies made by the principal in a way that is democratic principal for advice and criticism from school personnel. Gave a

speech in the language of polite, listen to the advice, and input from those who participated in coordination meetings and the school committee.

Principal Leadership at state-owned elementary school 1 Tegorejo in the control program performed by instilling confidence and noble nature of the rows and the teacher in charge of the implementation of education programs, provide coaching and guidance to help staff and teachers who have responsibility for the passage of the education program, either in the form of facilities and infrastructure, including electronic laboratory.

The School Principal gave: in connection with the planning of educational program planning program should pay attention to several aspects such as customers need, stakeholder, out came schools, as well as the intake of students. Related to the decision-making and policy determination to be more active in decision making and policy determination in accordance with the democratic aspirations of the school personnel and the humanistic approach. Related to control education programs should provide education facilities in the form of facilities - infrastructure, as well as making the initial action plan each year. For teachers: In connection with the planning of educational programs can participate in the planning of educational programs primarily providing advice in improving the implementation of improvement programs and the implementation of the program. Associated with decision-making and policy. In order to give advice and input on the implementation of educational programs in coordination meetings organized by the school principal. Associated with to control education program should have a high sense of responsibility in implementing the educational program. For further research, this study can be used as a reference and a reference for research related to the leadership of principals in primary schools.

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