



The role of principal leadership in improving education quality

Listriyanti Palangda¹, Joulanda AM Rawis², Henny N. Tambingon³, Joseph Kambey⁴

^{1,2,3,4} Doctoral Management Education Program, Manado State University, Indonesia

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ABSTRACT

This writing has the main objective of knowing the leadership role of the principal in improving the quality of education. The quality of education is our hope in facing the exchange of life that in several sectors, especially in the field of education sector for a better future. In order to realize quality education, this needs to be done leadership role in educational institutions. One of them is the principal because of that is a pioneer who drives all changes towards quality education. The research method used is the qualitative method. The data collection techniques used were observation, interviews, documentation and data triangulation, while the informants in this study were the principal, deputy principal and two teachers. The results showed that the principal of SMP 5 Tondano had carried out his role well in terms of quality planning, quality control and quality improvement of education at SMP 5 Tondano.

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Corresponding Author:

Listriyanti Palangda,
Fakultas Ekonomi dan Bisnis Jurusan Pendidikan Ekonomi,
Manado State University,
Jl. Kampus unima, kelurahan Tounsaru, kabupaten Minahasa
Email: listriyantipalangda@unima.ac.id

1. INTRODUCTION

Living in the era of the Industrial Revolution 4.0 is a challenge in the world of education. The era of the Industrial Revolution 4.0 can be marked by various advances in the online industry. For example cell phones, smart phones, internet, computer data, artificial intelligence, and robotization (Tiwow et al. 2023). Not only the development of science and technology is needed in educational institutions, but education must be able to produce qualified and competitive human resources at the local, national and international levels. Industrial Revolution 4.0, school principals are a very important part of implementing the leadership of educational institutions (Jannah 2020). The principal functions as a leader, manager, educator, supervisor, and motivator for teachers in the educational process through learning and practice (Mandey et al. 2023). Teachers interact with fellow teachers and students in learning activities. Likewise, there are communication patterns in this interaction as the core of humanitarian activities to develop students' potential towards maturity in a broad sense so that they can fill roles according to the social system (Art 2021) (Farida and Jamilah 2019).

An organization's leadership role is very dominant for the reciprocation of an activity, because a leader is the driving force or motivator for the people he leads (Akpaprep et al., 2019)(Sturm et al., 2017)(Van Wart, 2017). Leadership is an activity in guiding a group in such a way that the goals of the group are achieved, namely common goals (Andriani et al., 2018)(Lyubovnikova et al., 2017)(Sagala 2015).

In its management, schools need quality assurance, as a benchmark for assessing the success or failure of an educational institution. One of the most important aspects affecting the quality of

education is leadership and quality management. The aim of education quality management is to maintain and improve the quality of education in a sustainable manner, which is carried out systemically to meet the needs of stake holders (Putri, Sri Diana 2019). The principal as a leader in a madrasa in carrying out his duties, is responsible for all activities in the school. Thus the principal has a major role in improving the quality of education (HINAYAH 2018). The achievement of school goals both in quantity and quality is inseparable from the people who are members of the school organization.

One of the educational problems we face today is the low quality of education at every level and educational unit, especially primary and secondary education (Lucy et al., 2015) (Oketch & Somerset, 2010). Various efforts have been made, including through various training and upgrading of teacher qualifications, provision and improvement of educational facilities/infrastructure, as well as improving the quality of school management (Chepkonga, 2017) (Naik et al., 2021). However, various indicators of the quality of education have not shown a uniform increase (McClarty et al., 2017).

The results of the research conducted by Kurniawati revealed that the results of the study concluded that the Principal had carried out his main role as a leader and manager well, in addition to his other role being a formidable entrepreneur in an effort to improve the quality of education (E. P. Kurniawati & MeilianaIntani, 2016). The strategy undertaken to improve the quality of education at SD Negeri 14 Betung through School-Based Management (SBM) is quite good, this can be seen from the performance of school principals, teachers, employees, in collaborating and establishing communication in carrying out every activity that is their duty and responsibility for the sake of achieving the expected educational goals (Kurniawati, Arafat, and Puspita 2020). The problem that will be examined in this study is the role of the principal in improving the quality of education at SMP 5 Tondano

2. RESEARCH METHOD

This research uses a qualitative research approach, meaning that the data collected is in the form of words, pictures and not numbers. This research produces descriptions in speech or writing and observed behavior from the people (subjects) themselves (Nuriyati et al. 2022). The qualitative research approach is called a new method, because of its recent popularity, it is called the positivistic method because it is based on the philosophy of postpositivism. This method is also known as the artistic method, because the research process is more artistic (less patterned), and is referred to as an interpretive method because the research data is more concerned with the interpretation of the data found in the field.

Data collection techniques carried out in this study used four ways, namely: (a) Observation is carried out as a start in the researcher's efforts to make approaches to objects that are expected to reveal detailed and valid data. Observation or observation is a method of collecting data by observing ongoing activities (Hasanah 2017). (b) Interviews were conducted by meeting informants who knew the object to be studied, then having conversations with the aim of digging up information. The researcher used the interview method or the interviewer method in order to obtain information orally and directly face to face with the informant. This was done so that the researcher obtained clear data and could be held accountable. And directly interviewed the parties concerned (Pongoh nd). Researchers will interview 4 informants, namely: 1 school principal, 1 vice principal, 2 teachers. This interview was conducted so that researchers could recognize the role of school principals in improving the quality of education in these institutions. (c) Documentation in research is used to collect data from various types of information, it can also be obtained through documentation such as official letters, field notes, article reports, media, keliping, proposals, agendas, progress reports that are considered relevant to the research being carried out. Documentation has long been used in research as a source of data because in many cases documents are used as data sources to test and interpret the results obtained (Pongoh & B, 2023). (d) Triangulation, triangulation is a data validity checking technique that utilizes something else, in comparing the results of interviews with research objects (Alfansyur and Mariyani 2020).

In this study it was analyzed by reducing data, displaying data and drawing conclusions from the collected data. Data reduction is carried out by selecting processes, loading attention on simplifying or increasing data in the form of detailed descriptions or reports. Data reduction begins by making a summary of each data so that it is easy to understand, removing data that is considered unimportant and the entire series is then grouped based on the category of the problem under study (see table of principal data reduction (Rohmah, Nurjanah, and Hayati 2017) Data display is an attempt to present data by looking at the overall picture or certain parts of the research data to make it easier to read the data, the reduced data is then presented by combining the information arranged in one easy form seen for study. Drawing conclusions is an attempt to find meaning in the data collected by studying the patterns, themes, similarities, differences, and things that arise the most.

3. RESULTS AND DISCUSSIONS

Leadership is one of the factors that greatly influences the success of an organization or group (Ismail 2018). Leadership is the most important part in a management, in addition to other functions. Although there are many other factors that influence the success of an organization. Leadership occupies a very important position for the running of the existing system in the organization, in addition to other factors that also influence the achievement of a goal such as: accurate organizational structure, adequate funding and professional staff. Improving the quality of education will not occur without it. professional leadership and good management in addition to other roles carried out by a school principal leader as a whole (Amalia, 2019) (Mattayang 2019).

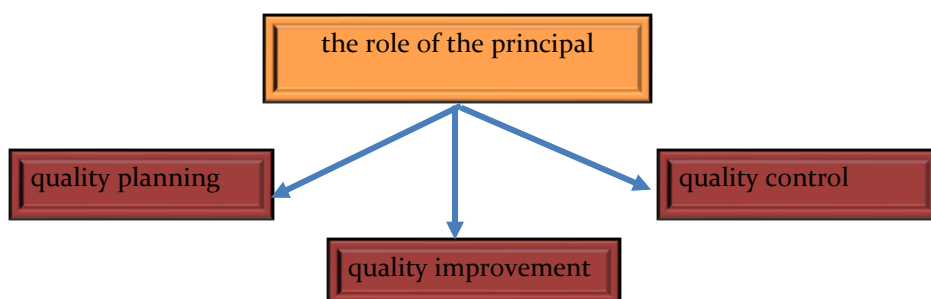


Figure 1. the role of the principal

Quality planning

The principal has the function of: planning, coordinating activities, supervising, evaluating activities, holding meetings, making decisions, managing the learning process, managing administration, and managing administration, students, personnel, facilities and infrastructure, finance (interviews with the vice principal). To carry out its role and function as a manager, the principal must have at least 3 appropriate strategies, namely; 1) Empowering educational staff through cooperation; 2) Provide opportunities for educational staff to improve their profession; and 3) Encouraging the involvement of all education staff who support the school program (interview with the HS principal of SMP 5 Tondano) (Hotima and Sa'diyah 2022).

In planning to prepare a plan for the principal of Hennie M. Sondakh, S.Pd, the principal always coordinates with the vice principals who have various tasks, making it easier for the principal to make a policy. The planning carried out by the school principal always involves employee staff and the board of teachers because as the principal of SMP 5 Tondano believes that togetherness is important to create a quality SMP 5 Tondano. The planning carried out by the head of SMP 5 Tondano is fully supported by teachers and staff (LATIFAH 2022).

Hennie M. Sondakh, S.Pd., in preparing a plan, first explained to the teachers and employees the goals to be achieved by the plan which were prioritized in the plans that had been made. In planning an activity, committees are usually formed which have been prepared by the school or the

principal's approval to make it easier for these activities to run well due to real support from teachers and staff.

Quality control.

In terms of control, what the researchers got from the results of interviews and observations of SMP 5 Tondano teachers, it was found that, one of the programs carried out by the principal of SMP 5 Tondano was by holding monthly meetings with the aim of evaluating every activity that is being carried out or that is being carried out. will be carried out, of course with this monthly meeting, each work program is discussed to obtain a mutual agreement between teachers and employees.

The principal of SMP 5 Tondano places quality as a priority in school development. The principal of SMP 5 Tondano monitors and evaluates the learning process. Monitoring that has been carried out seeks to provide direction to teachers and employees in carrying out their duties, so that the principal knows the extent of the performance that has been carried out. Whereas the evaluation carried out is used as material for improving future activities, with the evaluation the school principal can provide input or assess the performance of teachers and staff (interview with one of the AM teachers at SMP 5 Tondano).

The principal of SMP 5 Tondano provides directions to teachers and staff in carrying out their duties, for activity guidelines, of course, they are obtained from the Education Office itself, but for short-term activities, non-written guidelines, of course, there are key points that must be achieved in these activities. (Interview with Deputy Principal). Furthermore, this evaluation and monitoring is carried out on an ongoing basis based on a program that has been determined together (Rohman 2017). Apart from that, the school principal always provides rewards for employees or teachers who have achievements by giving certificates from the school principal, and punishment for teachers and employees who have made mistakes in their duties but in this case punishment is coaching or verbally reprimanded. To assess this performance, the principal has his own direct assessment. Every teacher or employee at SMP 5 Tondano carries out their duties in accordance with the directions of the principal of SMP 5 Tondano, so that in carrying out the tasks that have been carried out, reports are always requested to control the activities carried out.

Quality improvement.

In the work program, the Principal of SMP 5 Tondano supervises every semester which is carried out directly by the principal and his representatives or teachers who have the ability to supervise. This is done with the aim of evaluating the results of work so far, as well as input that will be given to supervised teachers for the common good. However, as a result of this supervision, there were some teachers who were not informed of any of the teacher's shortcomings or weaknesses in the learning process in the classroom, so that improving the performance of their duties as teachers still could not achieve what the school wanted.

The principal of SMP 5 Tondano has made quality improvements in the work program that has been made. Based on the explanation from the Principal of SMP 5 Tondano in terms of improving the ability of teachers and staff, they are given the opportunity for a training to improve the ability of teachers and staff, both outside and within educational institutions.

In addition to improving the quality of education in terms of teachers and staff, the principal of SMP 5 also provides and conducts tutoring for students which is carried out during school hours which is carried out 2 times a week, namely Tuesdays and Wednesdays (interview with one of the teachers).

4. CONCLUSION

The role of the Tondano 5 Middle School Principal in improving the quality of education has done well, namely: (a). The role as a quality planning principal for SMP 5 Tondano coordinates all employees and also teachers in carrying out activities, involves all components, explains the goals to be achieved, forms committees, conducts monitoring and holds deliberations every time they want to carry out activities. (b). Role as quality control for the principal of SMP 5 Tondano, conducting performance evaluations, comparing actual performance with targets, holding monthly meetings, setting specific

performance standards, providing rewards and punishments, providing directions to employees, requesting reports after activities and always motivating staff employees and teachers. (c). The role is to improve the quality of the principal of SMP 5 Tondano, carry out continuous improvements, supervise every semester, provide training and education to teachers and staff. Based on the direct experience of researchers in the research process. In this case, there are some limitations experienced and can be a number of factors so that it can be given more attention to future researchers in further perfecting his research because of this research itself of course has deficiencies that need to be continuously improved in research in the future. Some of the limitations in the study, among others: (a). The number of informants is only 4 people, of course still not sufficient describe the real situation. (b). The object of research is only focused on SMP 5 Tondano. In further research, it is suggested to 1) take informants the more, it aims for more data accuracy good at research; 2) Do ongoing research, this is so you can see and assessing any changes in informant behavior over time; 3) It is hoped that there will be additional other possible variables as well affect the quality of education

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