



The Role Of Leadership Principals In Developing Educational Institutions

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ABSTRACT

The principal is a functional teacher who is given the task of leading a school where the teaching and learning process is held. The principal as the leader of a formal educational institution has a very important role. The role of the head is as an educator, manager, administrator, supervisor, leader, innovator and motivator. The purpose of this research is to determine the role of school principals in developing educational institutions at Islamic Junior High School Al-Ikhsan Sawahan Jogoroto Jombang. In this research, researchers used qualitative descriptive analysis techniques, by exploring data from library research and field research. This research uses data collection methods through observation, interviews and documentation. Data analysis in this research uses qualitative descriptive analysis techniques. This method is used to systematically describe facts obtained from ongoing research on the object. The results of the research carried out were the Head of Islamic Junior High School Al Ikhsan Jogoroto Jombang has the ability and carries out his role as an educator, manager, supervisor, leader, innovator and motivator as well as overcoming various obstacles that exist in maintaining and developing Islamic Junior High School educational institutions Al Ikhsan Jogoroto Jombang, this can be seen by the increase in the number of students and increasingly developing both in terms of infrastructure and extracurricular activities.

Keywords: Role principal; Educational Institution; Islamic Junior High School

INTRODUCTION

Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture (Sari & Faisal, 2024). Leadership is closely related to motivation. This can be seen from the success of a leader in moving other people to achieve the goals that have been set, which really depends on authority, and also the leader in creating motivation in each of his subordinates, colleagues and superiors (Farhurohman, 2018).

The principal is a manager at the school who has the task of making plans for school programs (Roswita, 2016). This planning must be carried out in a work meeting attended by all school residents. Working meetings must be able to produce a quality program that can be implemented. The problem is that work meetings often do not involve all school members so that not all school members know about the programs that will be implemented by the school (Sunanto, 2015).

School principals have an important role in improving the quality of education and are responsible for organizing educational activities, school administration, developing educational staff, and utilizing and maintaining facilities and infrastructure. Seeing the role of the school principal, the principal has the challenge of being able to carry out education in the school so that it is focused, planned and sustainable by establishing policies and providing ideas that can improve the quality of education (Mulyati, 2022).

A school principal who is competent in his or her field of work is a principal who has the competencies described in the Regulation of the Minister of National Education of the Republic of Indonesia Number 13 of 2007, concerning School / Islamic School Principal Standards, namely that the principal's competency includes personality, managerial, entrepreneurial, supervisory and social competencies (Yuliawati & Enas, 2018). From these competencies, it is hoped that the school principal can improve the quality of education in the school, Managerial skills must be possessed by the school principal, because managerial skills are the ability of the principal to manage the resources contained within the school, based on the competencies determined in order to achieve predetermined goals. The

managerial skills possessed by the principal are expected to be able to provide a policy- policies or decisions that can produce program effectiveness and improve the quality of education (ISKANDAR, 2017). One important component in improving the quality of education is learning (Nisa et al., 2021).

Effective leadership really supports the success of a formal educational institution, but on the other hand, finding effective leadership is not a simple thing. This scarcity of effective leadership is not only a problem for the business world, but is also a problem in the world of education, This is the case with the development and progress achieved by Islamic Junior High School Al-Ikhsan Sawahan Jogoroto Jombang, cannot be separated from the role of the principal as the leader of the school. The leadership patterns used by the principal in managing this school have been proven to make a positive contribution to development and progress in the future.

Islamic Junior High School Al-Ikhsan Sawahan Jogoroto Jombang is a private school whose existence has received quite a positive response from the community, this can be seen from the fact that the majority of people send their children to this school. Apart from that, the number of students continues to increase every year, good and harmonious interpersonal relationships exist between the principal, teachers, students, parents and the community. The existence of Islamic Junior High School Al-Ikhsan Sawahan Jogoroto Jombang is the responsibility of the school principal so far it is running quite well although it still requires better quality improvement in the future. The leadership qualifications of a school principal can be formulated more clearly after conducting more in-depth research into the principal's activities as a formal leader who is responsible for the survival of the school, especially in relation to efforts to develop and advance the school.

METHOD

In this research the approach used is a qualitative approach. According to Feny Rita Fiantika Mohammad Wasil Sri Jumiyati Leli Honesti Sri Wahyuni Erland Mouw Jonata Imam Mashudi Nur Hasanah Anita Maharani Kusmayra Ambarwati Resty Noflidaputri Nuryami, and Lukman Waris, "qualitative research or naturalistic research is research that has the nature or characteristics, that the data is expressed in a natural state or as it is (natural setting), without being changed in the form of symbols or numbers (Fiantika et al., 2022). Source of data from research literature and field research. According to Suharsimi Arikunto, library research is research carried out through library studies by collecting data and information with the help of various materials found in libraries, such as: books, magazines, documents, notes, stories. historical stories and other things related to the problem being discussed (Arikunto, 2013). Data collection through first, observation or what is also called observation, includes the activity of focusing attention on an object using all the senses. Second, interviews are a dialogue carried out by the interviewer (interviewer) to obtain information from the interviewee (interviewer). Third, documentation, namely searching for data regarding things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, minutes, meetings, notes, agendas and so on (Benny Hartanto et al., 2022). To prove that the data obtained from research results in the field can truly be accounted for, there are several techniques to test its credibility. Some of the techniques that will be used are as follows:

- a. Triangulation is "a technique for checking the validity of data that uses something other than the data for checking purposes or as a comparison against that data". Data obtained from one source will be compared with information from other sources or researchers will repeat the data used in different times and places. For example, data collected from school principals will be compared with information from deputy principals and teachers at different times.
- b. Extension of participation and persistence of observations, In this research, researchers carried out continuous careful and detailed observations of the data which enabled the degree of trust in the data to be collected in order to obtain truly credible data

RESULT AND DISCUSSION

General Description

Islamic Junior High School profile Al Ikhsan Jogoroto Jombang

Islamic Junior High School Al Ikhsan Jogoroto Jombang is a school that serves Junior High School (SMP) education level in Jombang Regency. The lessons provided include all mandatory subjects according to the national curriculum with additional Islamic religious values.

Islamic Junior High School Al Ikhsan Jogoroto Jombang started its journey in 1994, and has a teaching staff of teachers who are competent in their subject areas so that they are of high quality and become one of the best in Jombang Regency. There are also various school facilities such as comfortable classrooms, library, sports field, prayer room/mosque, canteen, and so on.

- a. Islamic Junior High School Vision and Mission Al Ikhsan Jogoroto Jombang
- b. The school's vision is "Creating a Muslim Generation that is Moral, Caring, Independent and Achievement".
- c. Islamic Junior High School Mission Al Ikhsan Jogoroto Jombang is as follows:
- d. Guiding students to become a generation that believes in God, has faith and devotion to Allah SWT and follows the example of Rosululloh.
- e. Providing quality educational services in facing the challenges of the times with Islamic nuances.
- f. Educate students to care about fellow humans and the environment.
- g. Fostering students to excel both academically and non-academically, mastering science and technology, arts and sports according to their interests and talents.
- h. Increasing cooperation with the community in order to improve the quality of students and the completeness of Islamic School facilities.

Islamic Junior High School Organizational composition Al Ikhsan Jogoroto Jombang

Every organization, whether formal institutions or non-formal institutions, must have a clear structure. Because in this composition, it is the placement of people in a group or means the placement of relationships between people

The principal as the leader of a formal educational institution has a very important role. Likewise with the Head of Islamic Junior High School. Al Ikhsan Jogoroto Jombang, has several important roles in developing the educational institutions he leads.

The Result of Implementation

- a. The role of the head in developing educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang

The role of the head of Islamic Junior High School Al Ikhsan Jogoroto Jombang, namely as "educator, manager, administrator, supervisor, leader, innovator and motivator." This is in accordance with what was stated by E. Mulyasa, as stated by the Department of Education (formerly: Depdikbud) which has determined that "school principals must be able to carry out their work or role as educators, managers, administrators, supervisors, leaders, innovators and motivators. "

Head of Islamic Junior High School Al Ikhsan Jogoroto Jombang "as an educator or educator, his role includes: the ability to guide teachers, student employees, staff, teaching to follow developments in science and technology and providing good teaching examples." This is in accordance with the decision of the Minister of Education and Culture number 0296/U/1996, which is the basis for assessing the performance of school principals. Which states that, "The principal as an educator must have the ability to guide teachers, guide non-teacher education staff, guide students, develop education staff, follow developments in science and technology and set a teaching example (Munawir Pohan, 2018)."

The role of the head of Islamic Junior High School Al Ikhsan Jogoroto Jombang as a manager includes: "the ability to organize programs, organize personnel, mobilize staff, and optimize school resources." This has similarities with E. Mulyasa's opinion regarding the role of school principals as managers (Laili & Sarjuni, 2021). They stated that, "in accordance with what is stipulated in the principal's performance assessment, the principal must have the ability to carry out his leadership duties well, which is manifested in the ability to prepare school programs, organize personnel, empower educational staff, and utilize school resources effectively optimal."

The role of the head of Islamic Junior High School Al Ikhsan Jogoroto Jombang as administrator includes: "the ability to manage KBM or BK administration, student affairs, personnel, finance, facilities and infrastructure, and correspondence." In line with the opinion of E. Mulyasa, who states that the role of the school principal as an administrator is as follows: "the school principal as an administrator has a very close relationship with various administrative management activities in the nature of recording, compiling and documenting all school programs. Specifically, the school principal must have the ability to manage the curriculum, student administration, personnel administration, facilities and infrastructure administration, archives administration and financial administration management."

In line with what was stated by Moh. M. Rifai in his book entitled "Educational Supervision and Administration", he states that "the principal as an agent of change has several activities which are the responsibility of the principal, namely the activities of organizing the teaching and learning process, managing students, managing personnel, managing teaching equipment, organize and maintain school buildings and equipment, manage finances and manage school relations with the community."

Furthermore, he stated that "school principals are required to have strong management and leadership skills in order to be able to take decisions and initiatives to improve the quality of schools. For this purpose, school principals must be able to mobilize resources for curriculum development, learning, management of personnel, facilities and learning resources, finances, student services, school relations with the community and creating a school climate (Abu, 2014)."

The role of the head of Islamic Junior High School Al Ikhsan Jogoroto Jombang as a supervisor includes: "the ability to prepare a supervision program, implement the results of supervision, and use the results of supervision." This is the case with what E. Mulyasa stated that: "school principals as supervisors must be manifested in the ability to prepare and implement educational supervision programs, as well as utilize the results."

The role of the head of Islamic Junior High School "Al Ikhsan Jogoroto Jombang as a leader must have a strong personality, understand the conditions of his subordinates and have a vision, understand the mission of the school, the ability to make decisions and communication skills." This is the case with the opinion of E. Mulyasa who states that "the abilities that must be realized by school principals as leaders can be analyzed from personality, knowledge of educational staff, school vision and mission, ability to make decisions and communication skills."

The role of the head of Islamic Junior High School Al Ikhsan Jogoroto Jombang as an innovator includes: "the ability to search for or discover new ideas/innovations for school renewal and the ability to carry out reforms in schools. In line with what was stated by E. Mulyasa, that: "school principals as innovators must be able to search, find and carrying out various reforms in the school"

Likewise, what was stated by E. Mulyasa, in his book entitled "KBK Concept, Characteristics and Implementation", states that: "The function of the school principal as an agent of change in the innovation process must be able to act as a catalyst, namely the role of convincing other people about the need change. As a solution giver, namely playing a role in reminding the final goal of change. As a process helper, namely playing a role in helping things run smoothly, especially resolving problems and building relationships between related parties necessary (Taslim et al., 2022)."

The role of the head of Islamic Junior High School Al Ikhsan Jogoroto Jombang as a motivator includes: "the ability to regulate the work or physical environment, regulate the work atmosphere (non-physical), and apply the principles of reward and punishment." This is in accordance with the opinion of E. Mulyasa, who states that "as a motivator, the principal must have the right strategy to provide motivation to educational staff in carrying out various physical tasks, setting the work atmosphere, discipline, encouragement, rewards effectively and providing various learning resources through the Learning Resource Center (PSB)."

Based on the description above, it can be understood that in its implementation, the job of a school principal is a tough job, which demands extra abilities. In this case, school principals are required to be able to act as educators, managers, administrators, and so on.

b. The principal's efforts in developing educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang

The principal's efforts in developing educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang, relates to efforts to overcome various obstacles or barriers that exist at the school. Some of the obstacles that exist at the school are in terms of teacher human resource qualifications, student human resource qualifications, extracurricular activities such as scouting, and extracurricular entrepreneurship.

The school principal's efforts to overcome problems related to teacher human resource qualifications are to increase professionalism by providing opportunities for teaching staff to continue to higher levels of education, involving teachers in training (workshops), seminars, Subject Teacher Deliberations (MGMP) schools, increasing teacher discipline in teaching, giving awards to those who excel and giving punishment to those who violate, in the teaching and learning process using computer systems and internet networks, improving teacher welfare through credit scores for teacher promotions, improving parks around the office center so that teachers and employees remain enthusiastic at work, and so on.

This is in accordance with what was stated by the Decree of the Minister of Education and Culture number 0296/U/1996, which stated that "school principals as educators have several abilities, one of which is the ability to develop educational staff, efforts that school principals can make to improve their performance as an educator, especially related to providing opportunities for education staff to participate in various education and training on a regular basis, revitalizing Subject Teacher Conferences (MGMP), Supervising Teacher Conferences (MGP), seminars, workshops, providing learning resources "School principals must also pay attention to teacher promotions."

Furthermore, Mulyasa, stated that "as a motivator the school principal must have the right strategy to provide motivation to educational staff in carrying out their various tasks and functions. This motivation can grow through regulating the physical environment, setting the work atmosphere, discipline, encouragement, rewards effectively and providing various learning resources through the Development of Learning Resource Centers (PSB)."

Thus, the school principal's efforts to overcome the problem of teacher human resources are to involve teaching staff in activities such as training, training, Subject Teacher Conferences (MGMP), and so on. Thus, the school principal's efforts are in line with Mulyasa's opinion above.

Meanwhile, to overcome problems related to student human resource qualifications, the school principal tries to carry out study guidance, carry out try outs, increase lesson hours and so on. This is in accordance with the opinion expressed by Mulyasa, that "school principals must have a vision and mission, which is called Integrated Quality Management (MMT). For this purpose there are at least five characteristics of service that must be realized by school principals so that customers are satisfied, namely good service. in accordance with what has been promised, able to guarantee the quality of learning, a conducive school climate that provides full attention to students, and responds quickly to student needs."

Based on the description above, it can be understood that the principal's efforts to improve the quality of student human resources are carried out by implementing tutoring, try outs, and increasing lesson hours. This is a form of full attention to students and is an effort to respond to students' needs.

Meanwhile, to overcome the problem of scout extracurricular activities and entrepreneurship extracurricular activities, school principals try to motivate their students or participate in entrepreneurial activities and also provide teacher training on entrepreneurship.

c. Factors that support the development of educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang

There are factors that support the development of educational institutions, especially at Islamic Junior High School Al Ikhsan Jogoroto Jombang is greatly influenced by several factors including: objectives, educational facilities and infrastructure, educators, students and the environment.

Based on the results of the interview in the previous section, it was stated that, Islamic Junior High School Al Ikhsan Jogoroto Jombang has experienced a lot of development both in terms of objectives, complete or adequate educational facilities and infrastructure, the quality of teacher human resources and student human resources which continues to be improved, and environmental conditions that are conducive and very supportive of the development of the institution and so on. This is in line with what Hafi Ansari stated, that the factors that support the development of educational institutions are all the elements in the educational process. These factors include: "objective factors, facilities and infrastructure or educational tools, educators, students and the environment (milieu)."

The various descriptions above explain the role and efforts of school principals in developing educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang, has many similarities with various existing theories, for example the mulyasa theory and so on.

Various theories emerged by E. Mulyasa, for example the roles and efforts that must be made by school principals as described above, are in accordance with what has been implemented by Islamic Junior High School principals. Islamic Junior High School Al Ikhsan Jogoroto Jombang, both regarding his role and efforts in developing the educational institutions he leads.

Meanwhile, factors that support the development of educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang, also has conformity with various existing theories. For example, factors that support the development of educational institutions at Islamic Junior High School Al Ikhsan Jogoroto Jombang is based on the factors of educational goals, facilities and infrastructure, educators, students and the environment. This is in accordance with what has been stated by Hafi Ansari, namely that the factors that support the development of educational institutions include: objectives, educational facilities and infrastructure, educators, students and the environment. Thus, the results of this research are in accordance with various relevant theories.

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