

The Role of The Principal as A Leader at SMKN 1 Bintan Timur

Nela Noviarti^{1*}, Tedy Roberto², Nurhizrah Gistituati³

^{1,2,3}Universitas Negeri Padang

*Corresponding author, e-mail: Nelanoviarti14@gmail.com

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Abstract: The purpose of this study was to determine the role of the principal as a leader in SMKN 1 Bintan Timur. The type of research used is descriptive qualitative. The research subjects consisted of principals, teachers and students. Data were collected through observation, interviews and documentation techniques using the first data analysis technique, namely data reduction, second data collection and then drawing conclusions. The results of the study show the role of the principal as a leader, which refers to the way the principal in mobilizing, directing, guiding, protecting, fostering, setting an example, giving encouragement and providing assistance in order to achieve the school's vision and mission.

Keywords: Principal, Leader, Students



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Introduction

Education in Indonesia in achieving progress has experienced many obstacles, this is caused by many factors, both internal factors from the school institution itself or external factors (Sulaeman, 2019). Based on internal factors, this often occurs because there is still a lack of ability of the principal in carrying out his leadership to achieve the vision and mission of the school he leads (Kartini, 2020). As in Government Regulation no. 28 of 1990 article 12 paragraph 1 that the principal is responsible for the implementation of education, school administration, coaching other educational personnel, and the utilization and maintenance of infrastructure facilities. In other words, the principal can be interpreted as an educational leader who has a very important role and great responsibility in leading a school or institution.

The principal has a role as a leader in his school and is responsible for and leads the education process in his school, which is related to improving quality, increasing the professionalism of teachers, staff and all

things related to the school (Shaturaev, 2021). So that the principal must have good quality in leading in order to achieve the educational goals in the 4th paragraph of the 1945 Constitution. Broadly speaking, the quality and competence of principals can be assessed from their performance in actualizing the principal functions and roles of principals including: educators, managers, administrators, supervisors, leaders, innovators, and motivators (Mulyasa, 2007).

The principal as a leader must be able to provide guidance and supervision, improve the ability of education staff, open two-way communication, and delegate tasks (Sunarto, 2020). The principal as a leader must have a special character that includes personality, basic skills, experience and professional knowledge as well as administrative and supervisory knowledge (Pettes, 2021). The ability that must be realized by the principal as a leader can be analyzed from knowledge, knowledge of education personnel, school vision and mission, decision-making ability and two-way communication skills (Mulyasa, 2007). Indicators of the principal's role as a leader are to move, direct, direct, protect, foster, set an example, encourage, provide assistance (Wahjosumidjo, 1995).

Based on research conducted by (Juarman, 2020) the principal's role as a leader in improving discipline, it refers to the reference for realizing the vision, mission, and school, developing innovation, building work motivation, communicating, dealing with conflicts, and making decisions. (Muspawi, 2020) in his research also confirms that the principal as a leader has a strategy in realizing the figure of a leader who can be a mediator, decision maker, and solve problems and can be a source of information.

The principal as the highest leader in a school of course must play an active role in overcoming every problem that exists in the school, because the principal does not only act as a driving force for school life, but the principal must be able to play a role in understanding the duties and functions of existing teachers in order to achieve successful school success (Komalasari, 2020). As is known, from the results of observations on the leadership of the principal at SMKN 1 Bintan Timur, it can be seen that the principal has carried out his duties and functions that must be carried out by a principal in running as a leader (Saleem, 2020). However, there are still some things that have not been carried out properly by the principal, educators are still visible during working hours, principals rarely give warnings to educators and education staff who lack discipline in carrying out their duties (Briggs, 2020).

Departing from the description above, the importance of the principal's role as a leader. So with that in mind, this article will attempt to answer the role of the principal as a leader at SMKN 1 Bintan Timur. If we refer to the formulation of the problem to be achieved, then the purpose of this study is to determine the role of the principal as a leader in SMKN 1 Bintan Timur. This research will be useful in order to improve the quality of the principal as a leader so that his educational goals are achieved.

Method

The type of research used is descriptive qualitative. Research conducted at SMKN 1 Bintan Timur, where the principal in terms of MKS has been proven in 2020, SMKN 1 Bintan Timur has succeeded in becoming an Adiwiyata school, in 2021 for the competency competition, SMKN 1 Bintan Timur students will qualify for the national level. The research subjects consisted of principals, teachers and students of SMKN 1 Bintan Timur. Data were collected through observation, interviews and documentation techniques using the first data analysis technique, namely data reduction, second data collection and then drawing conclusions.

Results and Discussion

The Role of The Principal as A Leader in Mobilizing

In order to achieve the vision and mission that has been made by the principal as a leader, he must be able to make or move all school members to participate and play an active role in order to achieve the goals that have been set. The principal as the driving force for the school program, provides encouragement to its members to work and strive to achieve the goals or ideals of the institution in accordance with the vision and mission that has been made for a certain period of time, in connection with the main tasks and functions and consider environmental development. In this case the authors found that the principal applies as a leader by moving all school members to be able to carry out their vision and mission. The form of movement given by

the principal is to always unite the work of each member by conducting an assessment once a month to what extent the performance of its members is to achieve the school's vision and mission. Another form of mobilization is to fairly give responsibility to each teacher, such as an event or competition, the principal will replace the person in charge of the event so that each teacher can improve their leadership abilities.

The Role of The Principal as a Leader in Directing

Directing its members to achieve the vision and mission that has been made is the duty of a school principal as a leader. Which here is where the principal of SMKN 1 Bintan Timur gives the form of directing, namely placing the teacher in a position according to the level of knowledge he takes, the principal does not want to give teacher responsibilities that are not in accordance with his educational qualifications. For teachers who have experience in various fields, the principal places them or provides additional tasks such as coaches from various extra-curricular fields, for every teacher who has the responsibility of being a coach in extra-curricular fields who are given training on their responsibilities. Not only extra-curricular teachers are given training but also all teachers with the fields of knowledge they provide. This is solely so that the goals that have been made can be achieved and with the right direction, the head hopes that graduates of SMKN 1 Bintan Timur will be able to compete when they graduate because they have been taught by teachers who are professional in their fields.

The Role of the Principal as a Leader in Guiding

Guiding is an activity to guide someone to achieve the desired goal. Here the principal of SMKN 1 Bintan Timur as a leader guides the school community, both teachers, education staff and students who need guidance to improve and improve performance. The form of guidance given to teachers is to provide guidance to teachers related to difficulties in the teaching and learning process and administration. One of the guidelines in making RPP, not only guides in making but also provides an understanding of the RPP that is made. The principal also teaches teachers and educational staff how to use technology tools available at school. To students the form of guidance provided by the principal by replacing teachers who have obstacles to teach by entering the classroom and then providing guidance in the form of public speaking and leadership guidance.

The Role of the Principal as a Leader in Protecting

Protecting here means how the principal protects the institution he leads. The way to protect the principal of SMKN 1 Bintan Timur is by increasing the performance of teachers, staff or students, so that SMKN 1 Bitan Timur is able to compete with outside schools and the better the school's achievements, the school will always grow and develop, because the school those who do not improve their achievements will be defeated by the times and will make the quality of the school so that it results in one of the public's attentions to send their children there because the quality of graduates is mediocre. The form of achievement improvement carried out by the principal in order to protect the institution or agency by requiring every student to take part in extracurricular activities that have been determined at the school. For teachers and educational staff, principals often hold training to improve performance.

The Role of the Principal as a Leader in Fostering

The principal in fostering the school community uses a family approach method. This is intended so that all school members feel comfortable in carrying out their responsibilities. The approach that the principal takes is the implementation of the duties and responsibilities of members in accordance with their respective duties. Because, there are still members who carry out well and not well, in this case the principal will question the obstacles that hinder their performance, so a solution will be given. The approach used by the principal in carrying it out is to approach the teachers and staff to find out what obstacles they face when teaching and in the administrative process. In addition, the principal carries out coaching when fostering ceremonies, because the school directly fosters all school members to carry out what is ordered. The approach taken by the principal in the first form provides opportunities for school residents to consult and discuss difficulties faced with education, secondly empowering teachers to carry out productively, thirdly preparing time to communicate openly with all schools and finally fostering by influencing all citizens. school in coaching activities

The Role of the Principal as a Leader in Setting an Example

The principal as a leader is honest, responsible and open. Here the principal sets an example by completing a program that is designed in accordance with what has been determined, such as the completion of toilet construction long before the set limit. Here the principal is also open about views, ideas, ideas and criticism, such as during the celebration of the apology for independence in 2020, the principal received criticism from students because he was only in the room, openly the principal made requests in front of students and teachers and after criticism that every time there are school activities the principal participates actively in carrying out. The principal is also disciplined in the time that the principal always comes, a statement obtained from interviews with school guards who said the principal always came in the morning, even once the principal had not been tidied up. In terms of dress, the principal always wears neat and comfortable clothes. Even the principal always instills a culture of "smile, greeting, greeting" in the school environment. The principal is also disciplined, he will not give a warning to undisciplined teachers such as being late or leaving during lessons and if this act is still often done, the principal will give sanctions to related parties who are not disciplined for the rules made. Another example that is set by the principal is when he finds garbage in the environment, the principal is not shy or embarrassed to pick up the garbage and put it in the trash.

The Role of the Principal as a Leader in Giving Encouragement

Encouragement is a form of effort given by the principal as a leader to the school community in order to improve achievement and performance in a way. Encouragement here is the same as providing motivation. The form of encouragement given by the principal of SMKN 1 Bintan Timur by giving awards to school members who work well and according to the rules and also other motivations by giving punishment to school residents who violate or work not in accordance with the rules that have been set. The form of encouragement from the award given by the principal at SMKN 1 Bintan Timur is one of them by making a blasphemy against teachers committed by students within a period of once in six months or once in 1 semester. The teacher who gets the most votes as the favorite and disciplined teacher will be given prizes such as a certificate, a bouquet of flowers and the amount of money, then for 1 semester the teacher's photo will be displayed on the school wall magazine until there is a new favorite and disciplined teacher candidate. Likewise, students who excel at school principals also give awards in the form of prizes such as certificates, money and other prizes. For outstanding students, their photos are also displayed in the school's wall magazine in order to foster enthusiasm for other students. With the award given by the principal, punishment is also given by the principal to encourage school residents who violate so as not to repeat their actions, the form of punishment given is a reprimand but if they make the same mistake they will be given sanctions such as paying social money (a program that a school is made where this social money will be given to underprivileged students in this case such as shoes, clothes, bags or other school supplies that are not appropriate to be bought by the school using this social money) as well as awards and gifts given by the principal. In providing encouragement here the principal also often shares motivational videos about education in the school's WhatsApp group.

The Role Of The Principal As A Leader In Providing Assistance

The assistance was provided by the principal of SMKN 1 Bintan Timur to all school residents. The principal pays attention because he wants every school member to feel comfortable so that the vision and mission that has been made can be carried out properly. The school principal always provides assistance to anyone in need, he openly accepts the complaints and difficulties he faces, even the teacher personally goes to the principal to tell about his problems in teaching such as learning difficulties or in preparing lesson plans or not being able to use the technology tools provided by the school. , with the principal will help the teacher concerned to solve problems such as providing interesting training, how to design the right lesson plans and how to patiently operate a computer. In providing assistance to students, the principal also makes a program called social money, where this social money is obtained from sanctions given to students or teachers who commit violations, this social money will be given to underprivileged students in this case such as shoes , clothes, bags or other school supplies that are not suitable for use will be purchased by the school using this social money so that students can receive lessons comfortably.

Conclusion

The principal's role as a leader in mobilizing is to always unite the work of each member and fairly assign responsibility to each teacher to improve the leadership abilities of each teacher. The location given by the principal is to place the teacher in a position according to the level of knowledge he takes. The form of assistance provided to teachers is to provide guidance to teachers related to difficulties in the teaching and learning process and administration. To students the form of guidance provided by the principal by replacing teachers who have obstacles to teach by entering the classroom and then providing guidance in the form of public speaking and leadership guidance. The form of protection carried out by the principal of his school community by increasing the work performance of both teachers, educational staff and student achievement. In fostering the principal using the family approach method. Giving an example that is carried out by the principal as a leader is honest, responsible and open. The form of encouragement is by giving rewards and punishments. Provide assistance to teachers, staff and students who have difficulty in obtaining education.

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