



## **The Role of School Principals in Improving the Performance of School Administration Staff in Facing Society 5.0**

Hanna Nurul Imani, Sunarni\*

Program Studi Administrasi Pendidikan, Universitas Negeri Malang, Jawa Timur, Indonesia

[hanna.nurul.2101316@students.um.ac.id](mailto:hanna.nurul.2101316@students.um.ac.id), [sunarni.fip@um.ac.id](mailto:sunarni.fip@um.ac.id)

**Abstract:** Global development from the 4.0 era to Society 5.0 requires an increase in the competence of human resources in using technology. The researcher intends to be able to trace the leadership role that the principal has in preparing the competencies of School Administration Staff according to the times to be able to improve their performance. This study uses qualitative research on literature studies whose data sources are in the form of articles, books, and relevant documents and then records and reviews the results of the data collection. The results of the study state that the leadership role of the principal has a function that is not only limited to the leader but also the manager. In implementing change, the principal must be visionary to bring organizational success by formulating the right strategy to improve School Administration Staff performance by taking advantage of opportunities arising from global changes.

**Keywords:** Leadership, School Administration Staff, School Principals

### **Introduction**

Global developments after the pandemic period have caused many changes. The transition of the 4.0 revolution to society 5.0 has a unique characteristic, namely the amplification of intelligence in the form of Artificial intelligence (AI) and the Internet of Things (IoT) in daily life (Sakiinah et al., 2022). Technological advances that are increasingly integrated with humans, are not only a center for sharing information but also expected to facilitate their work, this is in line with what was said Harun (2021) which states that technology does not replace humans in work but makes human work easier.

Global developments have an impact on changes in all aspects of life, especially education. Educational transformation is inevitable from the impact of the revolution, the transition of the era requires humans to be able to adapt. This is one of the tasks of the education sector in creating innovations to be able to prepare human readiness for change (Teknowijoyo & Marpelina, 2022). The context of changes that occur in the world of education does not only include aspects of learning, but also school management and administration that need to take advantage of the existing opportunities.

The opportunities that arise in the development of digitalization in the world make School Administration Staff who have an important role in supporting the smooth operation of schools must be able to adapt to the new work environment. School Administration Staff is mentioned as the spearhead of school services which is reviewed in the news of the Ministry of Education and Culture, Research and Technology, without good management or administration that is carried out correctly will affect the running of the learning process in schools. In its implementation, School Administration Staff has competency standards that must be mastered, this is regulated in the Administrative Personnel which states that the competencies that must be possessed by School



Administration Staff include personality competencies, social competencies, technical competencies, and managerial competencies. The development of digitalization is mentioned in technical competencies, including the management of personnel administration, finance, facilities and infrastructure, public relations, archiving, student affairs, curriculum, special services, to the application of information and communication technologists (ICT). The role of School Administration Staff is not only required to have administrative skills in the 5.0 era, but also readiness in the use of digital technology as mentioned earlier. The use of digital technology in School Administration Staff includes innovations in improving work efficiency and effectiveness. Based on this, the principal as a leader has an important role to be able to direct, guide, and provide support both in the form of material and non-material so that School Administration Staff can improve its performance according to the demands of the times.

The principal as the main driver in the transformation of the school towards the implementation of society 5.0 has a role and responsibility in managing and optimizing the performance of all school components, including School Administration Staff. Lazwardi (2016) said that the role of the principal has dual responsibilities, one of which is carrying out school administration. Leadership is defined as someone who influences others in working together so that they want to achieve common goals., the role of the principal in addition to the manager must also guide the school community in existing problems.

This article will focus on discussing how the role of school principals as leaders in facing global changes to be able to improve the performance of School Administration Staff and to see the opportunities available in society 5.0.

## **Method**

This study uses a qualitative approach with a library research is carried out by searching and collecting information and data in libraries or online sources from the internet that are relevant to the problem raised (Sari & Asmendari, 2020). The literature sources include scientific journals, books, and other documents that are in accordance with the research. The data collection technique is by searching for relevant literature through Publish and perish and google scholar. The data that has been collected based on criteria is analyzed and then concluded

## **Result and Discussion**

### **Result**

Leadership in the principal must be integrated and understood, so that the principal can have a role that improves the performance of each school staff, especially School Administration Staff by bringing innovations that are adapted to the times, so that they can improve the quality of education and achieve common goals, the results of the research can be said to be the role of the principal in improving the performance of School Administration Staff in facing society 5.0 who demand competence in the application of information and communication technology (ICT), the following things can be done:

1. Planning, the principal can jointly formulate the extent of competence possessed by School Administration Staff, especially in the application of ICT in order to formulate activities that can improve these competencies, such as recruiting, coaching in the form of training, and pairing young School Administration Staff with senior School Administration Staff to be able to help each other, to planning in the



procurement of supporting facilities such as creating an administrative Web in archive management. This formulation can be carried out by the principal by listening, coordinating and deciding together by the existing School Administration Staff in order to build awareness to make changes.

2. Organization, after formulating the plan, the principal can determine a detailed description of the School Administration Staff k in realizing his activities. Formulate what facilities and infrastructure are needed to group the required personnel.
3. Implementation, mobilizing all relevant staff in carrying out development, both recruitment, coaching through training or digitalization training and the implementation of technology such as Web or software applications that are carried out in order to improve the performance and competence of School Administration Staff effectively and efficiently.
4. Supervision, the principal conducts periodic supervision in order to assess the extent of the impact of the development carried out. This supervision can be in the form of providing motivation and evaluation that can be given rewards or feedback during development activities.

If the role and strategy of the principal are carried out without professional competence and leadership principles, it will be difficult to achieve the value of success.

## Discussion

The Great Dictionary of the Indonesian Language (KBBI) defines a leader as someone who leads, or someone who leads or heads, guides, guides, and trains others. Leadership means how to lead it. Lazwardi (2016) defines leadership as the ability of individuals to influence other individuals to want to collaborate or cooperate in achieving goals. Nurhalim et al. (2023) also means that leaders and their followers have a relationship that affects each other to realize changes from shared goals. His role includes: building relationships, influencing others, seeking and informing, and making decisions

Meanwhile, Burhanuddin et al. (2018) concluded that the definition of leadership will continue to change influenced by global developments such as advances in science and technology that require the ability of human resources to respond to competition arising from these developments so that the definition given is relevant. If it is connected to leadership in an educational organization, namely a school, then the principal has a function that does not only affect others. The function of the principal as a leader includes two things, namely : leader and manager. Briefly, it can be explained if the leader includes the implementation of leadership roles. The function as a manager includes the ability of the principal to carry out duties and the function of education management which includes the process of planning, organizing, coordinating, supervising, and assessing. Carrying out these two functions, the principal needs to have professional skills, namely: conceptual or decision-making and problem-solving skills, the ability to communicate in creating good relationships, and technical skills in school development. One of the indicators of the success of the principal's leadership is being able to foster administrative services in supporting the smooth work of the school organization.

The principal has the responsibility to foster administrative services. Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 About National Education System said Education personnel have the responsibility to carry out administration, management, development, supervision, and technical services in supporting the educational process, this is based on the. External changes in schools require school



principals to take action in fostering education personnel or School Administration Staff to adapt to society 5.0.

School principals must be able to take advantage of AI and IoT as opportunities in making progress to achieve common goals. The readiness of School Administration Staff for these changes is influenced by the role of the principal as a leader. This is based on the results of research Noverta et al. (2021) which states that School Administration Staff readiness is seen from the support of leaders in implementing policies and encouragement for change. Changes made in the face of society 5.0 with its opportunity to facilitate school administration need to be made so that it also has an impact on improving performance. If you cannot take advantage of the existing opportunities, then the development of the school will be hampered.

The use of technology or the application of digital to administration is called innovation in the face of existing changes. The use of AI and IoF in the administrative field can manage data effectively and efficiently. Assist in real-time processing and control even remotely. An example of the use of technology in the field of administration that is considered to be able to improve the quality of education is the moodle application that has been used at SMA 1 Temanggung. This application is a form of innovation carried out in the face of technological developments to facilitate work from learning, principal supervision, control, to supervision of the student sector (Kurniandini et al., 2022).

This opportunity will certainly be wasted if it is not used as well as possible, School Administration Staff needs to have appropriate competence in its work. School principals are again required to have a role as visionary leaders, have a vision in advancing and bringing success to the organization. Realizing this does not mean that there is no effort, there needs to be the right strategy in the process. Management that can be carried out by the principal according to Burhanuddin et al. (2018) is as follows:

1. Planning, activities carried out in formulating together by the school about what, how, who, and when an activity is carried out in order to be achieved effectively and efficiently
2. organization, grouping staff and descriptions of tasks, facilities and infrastructure needed, as well as the mechanism for the work.
3. Motivation, the principal as a motivator who encourages, influences, directs and moves all school residents in doing their duties with enthusiasm.
4. Supervision is carried out to be used as a benchmark in making improvements by monitoring, assessing and fostering in accordance with the plan that has been set.

Meanwhile, Muflikha & Haryanto (2019) in the study said that improving the performance of education personnel through the principal's management strategy can be done by listening, clarifying, encouraging, presenting, solving problems, negotiating, demonstrating, directing, dissuading, and providing reinforcement. This is not much different from the results of research conducted Viranica & Setiawan (2023) in improving School Administration Staff performance, including:

1. Human resource development by conducting training and recruitment of education personnel.
2. The principal as a facilitator means that he can guide, provide support in administrative management, and supervise
3. The principal becomes a collaborator which means establishing good communication with each education staff, coordinating in deciding problems, making administrative records, grouping data and archiving correctly and appropriately.



4. The leadership style implemented is in the form of a democratic style that prioritizes deliberation.

According to Yuliani & Kristiawan (2016), the role of the principal in improving School Administration Staff performance is carried out in coaching by providing attention, guidance, and training in order to increase School Administration Staff insights. The implementation of the leadership process will not be successful if the principal does not adhere to the general principles of leadership, including: constructive, creative, participatory, cooperative, good delegation, integrative, rationality and objectivity, pragmatism, simplicity, and flexibility (Burhanuddin et al., 2018).

## Conclusion

Leadership is a person's activity in directing, guiding, fostering, and influencing others to work together in realizing real change with the achievement of common goals. Leadership in school institutions or organizations is carried out by the principal who has 2 functions, namely: leader and manager. Visionary school principals are able to lead the organization to success and progress, in realizing this with the state of global development towards society 5.0 characterized by IoF and AI, school principals must be able to create School Administration Staff readiness in using these opportunities. The Head needs good management or strategy in order to create an improvement in the performance of School Administration Staff so that it is able to carry out support for the smooth achievement of educational goals. The principal's management strategy in improving School Administration Staff performance can be carried out as follows: planning, organizing, implementing, and supervising. The principal needs to carry out activities that can build the performance of School Administration Staff, and build good communication and adequate facilities

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