

Implementation Of The Principal's Leadership Role In Improving The Effectiveness Of School Administrative Staff Performance

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Kata kunci

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Abstract

The role of the principal as an education manager is needed to support the effective and efficient running of the education process in the school. Leadership is the activity of managing other people as subordinates. Leadership is seen as a trigger for various activities, processes, and willingness to change the point of view or physical mentality of a group of people, both in formal and informal organizational relationships. The effectiveness of school administration personnel needs to be assessed to see the extent to which the effectiveness of school administration personnel carries out their duties and functions. This effectiveness is certainly inseparable from the leadership role of school administration personnel as managers who provide motivation, encouragement and direction to those concerned. Effectiveness is a level of success achieved by a person or group of people in a certain way in accordance with the standard goals that have been prepared. In other words, the more plans that are successfully achieved, the more effective the activity can be said to be. Good administrative staff are administrative staff who succeed can be seen through the implementation of good and consistent responsibility tasks to support the achievement of effective performance. This research uses a type of literature review research, namely looking for theoretical references that are relevant to the topic or problem specified. School administrators are an important part of the education system that has the function of supporting the continuity of school operations. School administration personnel are responsible for managing staffing, finance, student affairs, infrastructure, public relations, and curriculum activities. The result of this study is that the leadership role of the school principal is considered important to improve the effectiveness of the performance of school administrative personnel. To create a productive and efficient work environment, it is very important for school principals to exercise leadership and improve the effectiveness of school administration staff performance.

1. Introduction

School administration is very instrumental in carrying out the functions of educational institutions. School administration is the center of managing learning activities, school administration which covers various fields in educational management. To achieve a good administrative process, it is necessary to ensure the smooth operation of the school, communication between teachers, proper allocation of resources so that it has a positive impact on the quality of learning later. To achieve this good administrative process, efforts to improve the effectiveness of the performance of school administration personnel are considered very important to measure their abilities or competencies. In this case, the role of the school principal as an education manager is indispensable to support the running of an effective and efficient education process in the school. Principals and administrative staff need to collaborate to improve their competence, performance and develop the quality of their services in educational institutions. For example, how the principal's leadership role and his efforts to improve the effectiveness of the performance of school administrative staff. The importance of the principal's leadership role in this case is closely related to the formation of a good school environment for the development of teachers and school administrators.

The principal's leadership will also affect the achievement of the school's educational quality (Kurniawati, Arafat and Puspita, 2020). School principals are the initial milestone in the creation of an educational process that produces superior generations and is able to answer the various challenges of the 21st century (Juriaman and Hidayat, 2017). As with the definition of leadership,

namely the activity of influencing others who direct towards a goal. This is also in line with Iskandar's opinion in (Lahagu and Hidayat, 2023) which explains that the principal's leadership is very important to influence the implementation of teacher tasks, so that it will affect the achievement of the school's educational goals.

Educational institution needs a leader who can influence all actions so that they are well coordinated and run smoothly. The principal as a driver of activity by using various strategies to empower organizational resources to achieve the set goals effectively, efficiently and effectively (Sagala and Sos, 2018). Principal leadership has an influence on the performance of school administration personnel, as Ganata and Sumarsih (2020) state that the principal's leadership role is a motivator for school administration personnel to improve competencies, qualifications and performance which are expected to have a positive change or impact on the school's vision and mission. The role of school leadership as an administrator has continuity with the personality competencies of school administrators, then these competencies also have a relationship to effective school administration processes (Songko, 2017).

The main tasks and functions are the main indicators of the performance assessment of school administration personnel. The main tasks and functions (tupoksi) are the main things that are assigned to a person or group in an organization to achieve predetermined goals. Determination of tupoksi for administrative staff according to positions and levels must be carried out so that employee performance effectiveness occurs (Muharly, 2018). The effectiveness of the performance of school administration personnel can be seen through the implementation of tasks that are carried out correctly and consistently. Sometimes the effectiveness of school administration personnel does not run effectively, which is influenced by various aspects such as work environment, ability, knowledge, use of equipment, courtesy, discipline, motivation, technical knowledge and leadership quality (Farisi and Lesmana, 2021). Therefore, good management is needed and requires the role of the principal as the manager of an educational institution.

The effectiveness of school administration personnel needs to be assessed to see the extent to which the effectiveness of school administration personnel carries out their duties and functions. This effectiveness is certainly inseparable from the leadership role of school administration personnel as managers who provide motivation, encouragement and direction to those concerned. Good administrative personnel are administrative personnel who can be seen through the implementation of good and consistent responsibility tasks to support the achievement of effective performance. Without good management of school administrative personnel, the effectiveness of employee performance in an institution will be defective. Based on this, this study was conducted to determine the implementation of the principal's leadership role in improving the effectiveness of the performance of school administrative staff.

2. Method

This research uses a type of literature review research, namely looking for theoretical references that are relevant to the topic or problem specified. According to (Creswell and Poth, 2016), literature review is a written summary of scientific articles from journals, books and other documents that define theories and information either in the past or present, then organizes the literature into the desired topic.

The type of data that will be used is data obtained from literature studies. This method is used to collect data or sources that are continuous with the discussion needed in a study. Then for the way the data is analyzed, the author uses the descriptive analysis method. The descriptive analysis method is carried out by describing the theories and then analyzing them. Not reducing but providing sufficient understanding and explanation

3. Results and Discussion

3.1 Principal Leadership

Principal leadership is the main key in managing the education process. Principals as managers have the responsibility to create a conducive work environment for school administrators, teachers and students so that all processes are carried out properly. In order to carry out its role, the principal is expected to have high morality and the ability to manage various aspects of educational

management including planning, organizing, implementing and supervising activities in educational institutions. This is important so that the goals of an educational institution can be achieved maximally, efficiently and optimally.

School principals, in addition to being educational managers, also function as motivators and innovators in the educational institutions they supervise. Principals are expected to be able to motivate school administrators, teachers and other staff to excel and encourage them to develop professionalism at work. In realizing a positive and supportive work atmosphere, principals can increase the morale of educators and encourage collaboration. Innovative principles in facing the challenges of the times are very important because now there are many new technologies in terms of educational processes and management. Therefore, the principal's leadership has a very important role for the continuity of the overall education management process.

Leadership is the activity of managing other people as subordinates. Leadership is seen as a trigger for various activities, processes, willingness to change the point of view or physical mentality of a group of people, both in formal and informal organizational relationships. Leadership is the art of influencing a group of subordinates in a formal organization or followers, making enthusiasm or enthusiasm to follow directions and even willing to sacrifice for the sustainability of an organization (Khosyi'in, 2021). The principal is the key person in achieving the success of school autonomy who is authorized to manage human resources and funds for the sake of the successful achievement of the school's vision, mission and goals. In addition, the principal administrator determines the success in planning and authorizing all kinds of school administration (Oktarina et al., 2022).

The principal is the driver and director of policies related to the vision, mission and goals to be achieved by the school. The future sustainability of the school depends on how the role of school leadership can influence it. The principal in this case needs to make changes for the better which is an obligation as an education manager. According to Sudrajat in Sasmita and Prastini, (2023), the duties of the school principal include: (a) formulating the vision, mission, goals, strategies of the school; (b) creating structures and tupoksi in schools; (c) providing good motivation to staff as a role model; (d) carrying out supervision and supervision to all staff and residents of the school environment; (e) evaluating processes and results. With the explanation of the principal's duties above, it can be concluded that the important leadership role played by the principal in improving the performance of school administrative staff.

Factors supporting the leadership role of school principals according to miller in Lahagu and Hidayat, (2023) there are five important factors that a leader must have, namely: (a) prioritize the conditions of subordinates rather than themselves; (b) able to respond to a matter with courage; (c) accept responsibility with willingness; (d) hope for the best of what has been attempted; (e) thirst for policy. Based on some of the above, power and character have a relationship with the leadership of a leader that will affect a leader. Character here refers to the heart, habits, and behavior.

The ability of a leader to influence others is supported by his skills related to personality traits and breadth of knowledge and experience, so that he gets recognition from the people who are being led. Principals are expected to be able to understand that the school is a system, so as to be able to act as a leader (leader) in addition to the manager. Principal leadership is expected to be a driver and motivator so that the preparation and presentation of school programs can run well (Hajar and Putra, 2021).

3.2 Performance Effectiveness

Performance effectiveness in relation to school administrative personnel relates to the ability of administrative personnel to carry out their duties and functions properly in order to support the smooth running of the education management process in educational institutions. Performance can be assessed from various factors such as discipline, cooperation, competence, application of administrative procedures, and professionalism. Performance effectiveness is not only from the end result, but also from how the process is carried out in providing goods, services or services to the community. In other words, the effectiveness of performance has a scope in terms of the quality and quantity of output that will be produced within a certain period of time.

Performance effectiveness is also related to resources that are used optimally. Through an effective administration and management system, all operational aspects can run well. The importance of the effectiveness of employee performance can be seen from its positive impact on the quality of an institution or institution and also the services offered to the public or users. Conversely, less than optimal performance can be reviewed, will provide various problems in management, services to programs provided. Therefore, increasing competence and motivational factors from superiors are very important to achieve the goals of an institution.

Effectiveness is a level of success achieved by a person or group of people in a certain way in accordance with the standard goals that have been set. In other words, the more plans that are successfully achieved, the more effective the activity can be said to be. Effectiveness is the effectiveness of activeness and the suitability of an activity between someone who carries out responsibilities and predetermined goals (Lubis and Defriza, 2021).

In the current era of globalization, there are many developments and advances that always prioritize the effectiveness of employee performance that can drive and also run the wheels of the organization. Change for change to improve the quality of employee work is always an important focus for developing excellent service for the community. This is important in order to improve the performance of employees or employees. (Prihadi and Meilani, 2020) revealed that the formation of good performance effectiveness will change several things, namely ensuring acceleration, service to the community well and precisely. The continuity between the functions and duties of the organizers in increasing professionalism and work productivity in an institution needs to be considered.

Another opinion regarding the effectiveness of performance according to Prawirosentono in (Fauzi et al., 2024) employees including work findings achieved for a person or group in an institution. Work achievements are achieved legally, in line with tupoksi and in line with the efforts made to achieve the goals of the institution. In addition, effectiveness is expected to be realized in an official way, not carrying out activities that violate predetermined goals, and complying with the principles of morality and ethics. Employee performance is classified as effective based on the theory put forward by Moehariono in Erawati, Darwis and Nasrullah, (2017) that work assessment is measured based on four aspects, namely: (a) work results, which is the success of employees in carrying out work, how much is produced and what output is given; (b) behavior, is an aspect of employee courtesy when carrying out their work; (c) artibut and competence, which is the mastery or expertise of employees in accordance with their responsibilities or positions which are also related to the knowledge and abilities that are used as guidelines in carrying out tupoksi in work; (d) comperative is a comparison between employees with one another according to their respective fields

4. Conclusion

The leadership role of school principals is considered important to improve the effectiveness of the performance of school administrative staff. To create a productive and efficient work environment, it is very important for principals to exercise leadership and improve the performance effectiveness of school administrative staff. School principals must be able to provide clear direction, set measurable goals and provide the necessary resources so that administrative staff can carry out their duties properly. In addition, school leaders should facilitate professional development for administrative staff to improve their competencies and skills. By creating open and collaborative communication, school leaders can build mutual trust and motivation among administrative staff, which in turn helps improve the quality of administrative services and the overall success of the school. The role of good principal leadership for the effectiveness of the performance of school administrative personnel, then the quality of an educational institution is achieved

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