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## **PRIVATE SCHOOL PRINCIPAL LEADERSHIP MODEL BASED ON INTEGRATED PATRIMONIAL MANAGEMENT, POLITICAL MANAGEMENT AND PROFESSIONAL MANAGEMENT**

Zahraini<sup>1</sup>, Rita Novita<sup>2</sup>

<sup>1,2</sup>Universitas Bina Bangsa Getsempena, Banda Aceh, Indonesia

\* Corresponding email: [zahraini@bbg.ac.id](mailto:zahraini@bbg.ac.id)

### **ABSTRACT**

This research focuses on the management of private school principals. The aim is to find the characteristics of the leadership model of private school principals based on integrated patrimonial management, political management and professional management at SDIT Nurul Fikri Aceh. This research uses a qualitative approach with data collection techniques namely documentation, observation and interviews. Research subjects are Foundation Chairmen, School Principals and Teachers. The research was conducted at the Nurul Fikri Aceh Integrated Islamic School. The research results show that: the characteristics of the leadership model for private school principals are based on integrated patrimonial management, political management and professional management at SDIT Nurul Fikri Aceh through the steps: (a) planning which includes formulating goals and preparing work programs; (b) organizing which includes forming a management team and job specifications; (c) implementation which includes the leadership of the school principal; (d) supervision which includes quality control and reporting.

**Keywords:** Principal, in tegrated patrimonial management, political management and professional management.

## INTRODUCTION

In today's global era, the world seems to be without borders. Competition after competition occurs without waiting for the readiness of the parties involved in it. Like it or not, Indonesia must be willing to be involved in this competition. Indonesia must of course prepare for this phenomenon as best and as quickly as possible. This preparation must be actualized in the future generations of this nation.

Leadership is only a tool, means or process in an organization to persuade people so that they are willing to do something voluntarily and the power of influencing people in an institution so that they move in a desired direction. Leadership is the act of gaining cooperation from people in order to accomplish something. (Leadership is the act of getting cooperation from people to achieve something). So, if your actions can make other people work together to achieve goals then you can be called a leader. The definition stated by Yaverbaum & Shermann equates the definition of leadership with the definition of an organization because the definition of an organization contains: (1) there are people; (2) there is cooperation; (3) there is a goal to be achieved; (4) there is a way to achieve this, namely effective and efficient.

A leader always influences the people he leads through communication so that he becomes the center of an organization. Leadership is, I mean influencing other actions in achieving desirable ends. (What I mean by leadership is influencing the actions of others to achieve the desired end goal). Leadership is: An attempt to use influences to motivate individuals to accomplish some goals. (Trying to use influence to motivate individuals to achieve the same goal).

Influencing activities have become the main task of a leader because this is the most important thing in a leadership system to achieve the goals of an organization. Terry (Thoha, 2006: 5) means that leadership is an activity to influence people to achieve organizational goals." In a more complete formulation in the holy book Al-Qur'an, there are two words used to designate the meaning of leadership. First, using the term caliph and the second is the term imam. The caliph is meant to follow or encourage, while the imam is used as an example."

Based on the theory above, it can be concluded that in carrying out their roles and functions, school principals should display an attitude as a leader, able to behave in accordance with the situation of the organization being led so that organizational goals can be achieved as expected.

New leadership qualities can be achieved if each leader develops a deep awareness and understanding of the meaning of leadership in all its aspects such as principles, various requirements and leadership functions, so that leaders are able to develop skills and realize the various leadership functions needed. Therefore, it is necessary to provide a source that can be utilized to stimulate awareness that leadership plays a role in organizational life. With this awareness, it will be an incentive to further strengthen mastery of leadership principles and improve various skills to realize the necessary leadership functions.

Based on the above, the researcher will explain the leadership characteristics of private school principals based on integrated patrimonial management, political management and professional management. The title that the researchers set in this paper is the leadership characteristics of private school principals based on integrated patrimonial management, political management and professional management.

## **METHODS**

This research uses descriptive methods through a qualitative approach. This is because the aim of this research is to find a leadership model for private school principals based on integrated patrimonial management, political management and professional management in private schools. According to Usman and Akbar (2009) that "qualitative methods seek to understand and interpret the meaning of an event involving human behavior interaction in a particular situation according to the researcher's own perspective". Basically, the qualitative approach is more concerned with the process aspect. In this process, each step is taken to dig up information regarding the leadership model of private school principals, so that it is hoped that the data obtained will be more complete, deeper, more reliable and more meaningful. Sudjana and Ibrahim (2009) stated that there are several characteristics of qualitative research, namely: 1) Qualitative research uses natural conditions as a direct data source, 2) Qualitative research is analytical descriptive. 3) The emphasis of qualitative research is on the process, not the results. And 4) Qualitative research is inductive in nature.

Based on the quote above, it can be concluded that the descriptive research method using a qualitative approach is research that provides a description or painting of situations or events that are arranged systematically, factually, actual and accurately regarding the facts and phenomena being investigated or observed.

### **1. Research Location**

The location of the research was carried out at the Nurul Fikri Integrated Islamic Elementary School in Banda Aceh.

## 2. Research Subjects

The subjects in this research are generally the people who are used as data sources in the research, namely the Chair of the Foundation, school principals and teachers.

## 3. Credibility Test

Credibility testing is an important part of research. The credibility test is used to see the extent to which the construction conforms between the data obtained in the field and the problem being researched. According to Sugiyono (2008), these are: Testing the validity and reliability of data in qualitative research includes testing the credibility of research data, including: 1) Extension of observations. The researcher again made observations in the field/research location. This means that the relationship between researchers and participants/resources becomes more intimate, open, and trusting each other so that no information is hidden anymore; 2) Increased persistence in research. The researcher checked again whether the data that had been found was wrong or right. Researchers can also provide accurate and systematic descriptions of data. 3) Triangulation. Checking data from various sources in various ways and at various times, including source triangulation, data collection technique triangulation, data collection time triangulation. 4) Negative case analysis. Researchers look for data that is different or even contradicts the data that has been found. If there is no more data that is different or contradicts the findings, it means that the data that has been found can be trusted. 5) Check. The process of checking the data obtained by the researcher with the data provider. The purpose of checking is to find out to what extent the data obtained is in accordance with what was provided by the data provider.

## 4. Data Collection Techniques

The data collection techniques used in this research are through observation, interviews and documentation. Satori and Komariah (2010) state that "In qualitative research, data collection is carried out in natural conditions, primary data sources, and data collection techniques are mostly participant observation, in-depth interviews and documentation". It is hoped that the three data collection methods can complement each other, so that the desired information is obtained. Data collection techniques are explained as follows: 1) Observation. Observation here is an effort to make direct observations to obtain data. Observation, making systematic observations and recording of symptoms that appear on the research object. 2) Interview. Interviews are a form of verbal

communication such as conversation which aims to obtain information. In this research, researchers used two forms of interviews, namely structured interviews and unstructured interviews. In structured interviews, researchers prepare various questions related to the focus of the problem in the research, whereas in unstructured interview techniques, interviews are carried out naturally according to the context or conditions during the interview, meaning that the form of the questions does not follow but is still within the limits of the focus of the problem in the research. And 3) Documentation. Documentation in qualitative research methods is a supporting instrument, because the main instrument in qualitative research is the researcher. The documents used as data in this research can be in the form of report cards, notes, transcripts, magazines, agendas, bookmarks, meeting minutes, photos, documentary films and so on. Documentation can also be used as triangulation material to check the suitability of the data in this research.

## 5. Data Analysis Techniques

Data analysis includes classifying data interpretation or giving meaning and looking for relationships between concepts. Data analysis is carried out continuously since data collection and data analysis is carried out inductively, data analysis in this research is carried out by following procedures or steps as proposed by Mille and Huberman (Sugiyono, 2008), namely: 1) Data reduction, at this stage the data that has been collected is processed with the aim of finding the main things in developing Islamic sharia soft skills in vocational school students. 2) Data display, researchers at this stage summarize research findings systematically, so that the pattern and focus of development are known. And, 3) Data verification, in this activity the researcher tests or concludes that have been drawn and compares them with relevant theories as well as instructions for developing Islamic sharia soft skills in students. Data reduction takes place continuously during research activities. During data collection, the next stage of reduction occurred, namely summarizing, exploring themes and creating memo partitions in the form of filed notes. Presentation of data, that is, presenting a collection of information and providing the possibility of drawing conclusions and taking action. The final stage is verification or drawing conclusions from the theory or results of previous research. The theory verification stage includes comparison of events, integration of theory, limitation of theory and writing of theory or concepts.

As stated in the previous section, this research aims to find out a model of leadership characteristics of private school principals based on integrated patrimonial management, political management and professional management.

The research results were obtained through interviews with the head of the foundation, school principal and teachers at SD IT Nurul Fikri.

Observations in the field were also carried out by researchers who aimed to see directly the principal's leadership of the teachers and students of SD IT Nurul Fikri based on integrated patrimonial management, political management and professional management. Observations were carried out in the teacher's workroom or when the classroom learning process was taking place. Documentary studies are needed to support the interview results.

In accordance with the focus on the problem formulation, what is the leadership model for private school principals based on integrated patrimonial management, political management and professional management. Discussion of the results of this research begins with description, interpretation and triangulation. Then it ends with checking activities, in accordance with the data validity method in the research methodology.

## **RESULTS AND DISCUSSION**

Based on research data obtained from observations, interviews and documentation studies of respondents at SD IT Nurul Fikri Aceh Besar, things related to the principal's leadership of teachers and students at SD IT Nurul Fikri based on integrated patrimonial management, political management, and professional management.

Patrimonial school principal leadership model of management is often referred to as private schools where all management is managed by the family, namely those owned, controlled and run by members of one or several families. Based on an interview with the school principal, he said that all school management is based on family principles, not that the management is a member of the foundation family.

Based on an interview with the head of the foundation, he said that the foundation continues to employ other people to occupy positions in the school's organizational structure. The process of selecting school principals according to the chairman of the foundation is chosen based on family character. By combining the three types of management, namely integrated patrimonial management, political management and professional management, it is very suitable when used in government systems. As an interview with one teacher explains:

The principal expects us teachers to uphold family values, communicate well, and adapt to the school culture. to improve student learning achievement. With the policies put forward by the head of the foundation and the school principal, we are trying to improve our abilities by asking for guidance from the school principal. The principal always advises us to communicate well with all school members.

From the results of the interview above, it shows that management to improve kinship is one of the policies taken by the school principal, namely that teachers are expected to guide and direct each other to create a comfortable learning atmosphere.

Political management is management that is dominated by a certain political group, so that important functions in an organization are occupied by people who have the same political views/ideas. Or it can also be interpreted as management where important positions in the organization are held by people who have political connections and are based on loyalty to a particular party. Political considerations take precedence over the goals of the institution.

Based on interviews with school principals regarding teacher political management, explained:

I hope that teachers will motivate each other and compete with each other in achievements and always take part in the KKG (Teacher Working Group) program, because KKG is a forum for developing teacher professionalism, including exchanging experiences of teachers so that mutual reinforcement can occur in improving the quality of the learning process in their respective classes. each. In addition, teachers can discuss together developing teaching aids and learning models in each educational unit.

From the interview above, this is a policy taken by the school principal, because teachers participating in the KKG program are expected to be able to support increased teacher creativity in managing learning which leads to the creation of a learning atmosphere that is conducive, innovative, active, creative, effective and fun. Research on leaders effective and ineffective suggests that an effective leader is not based on certain human traits, but lies in how far a leader's traits can overcome the circumstances he faces. The characteristics of an effective leader include K11, namely: Piety, Honesty, Intelligence, Sincerity, Simplicity, Broadness of View, Commitment, Expertise, Openness, Broadness of Social Relations, Maturity, and Justice. Wexley and Yulk stated that there are several requirements to be an effective leader, namely abilities that are higher than the average of his subordinates, including: (1) having sufficient intelligence, (2) having the ability to speak, (3) having self-confidence, (4) have initiative, (5) have achievement motivation, and (6) have ambition. Effective leadership according to Bush (2008) is (1) visionary, (2) authoritative appearance, (3) firm, (4) articulate, (5) aggressive, (6) hard working, (7) consistent, (8) brave , (9) friendly, and (10) intelligent.

Professional is defined as the characteristics of a person's strengths in the form of ability in a field of expertise (competence), readiness to compete, ability to be efficient in time and work, skill, good at reading situations and circumstances, experience, having admirable characteristics and work results. In general, professional management is management that is based on expertise. So that strategic positions or important functions in the organization are appointed and selected from people who have certain skills/careers. Professional management in the HR context is the implementation of these functions in developing the quality of human resources professionally. The opponent is amateur management whose characteristics are contrary to the characteristics of professional management. The characteristics of professional management in quality development can be seen from the operational and managerial side, namely: a) Obtaining top management support, Beneficial for internal and external interests of the organization, c) Having a long-term and sustainable program, d) Oriented towards the future with an approach holistic (touching emotional/spiritual elements), e) Implementing the principles of efficiency and effectiveness, f) Carrying out actions in a planned/programmed manager. Monitoring, evaluating and receiving feedback. Employees and unit leaders who: 1) have competence or expertise and long experience in their field. 2) are thirsty and brave for challenges. 3) are innovative, creative, initiative and efficient. Have high integrity. 4) respect other professions.

The leadership of a school principal has characteristics that are interconnected so that it becomes a unity owned by a leader and those he leads. Yulk (2010) states that there are three characteristics that are interconnected in effective leadership, namely, leader characteristics, follower characteristics, and situation characteristics. The characteristic features according to Yulk (2010:54) are:

Leader characteristics include: (a) traits (motives, personality, and values), (b) self-confidence and optimism, (c) skills and expertise, (d) behavior, (e) integrity (honesty, behavior consistent with values), (f) tactics or the art of influencing, and (g) attributes about followers. Follower characteristics include: (a) traits (needs, values, and self-concept), (b) self-confidence and optimism, (c) skills and expertise, (d) attributes towards the leader, (e) trust towards the leader, (f) commitment to tasks and efforts to complete tasks, and (g) satisfaction with work and leaders. And situation characteristics include: (a) type of organizational unit (b) size of organizational unit (c) position, power and authority of the leader, (d) task structure and complexity, (e) task interdependence (f) organizational culture, (g) uncertain environment, (h) external dependence, and (i) national cultural values.

In an effort to fulfill expectations, leaders use their abilities and intelligence by utilizing the environment and potential that exist in the

organization, in other words the leader tries to involve members of the organization to achieve goals. The ability to mobilize, direct and influence organizational members to achieve organizational goals as a form of leadership. The ability to influence other people's behavior towards certain goals is an indicator of a leader's success.

The application of leadership is largely determined by the work situation or circumstances of members/subordinates and the organization's supporting resources. Therefore, the type of organization and work situation are the basis for forming a person's leadership pattern. For example, leadership in the field of education is certainly different from leadership in private organizations which are more profit-oriented (profit-making organizations). Effective leaders must learn from past mistakes and try to improve in a wise way and provide opportunities for subordinates to provide criticism and suggestions for improvement.

## **CONCLUSION**

Based on the research that has been carried out so far, several important points can be concluded as follows:

1. Principal leadership model Patrimonial management is often referred to as a private school where all management is managed by the family, that is, it is owned, controlled and run by members of one or several families. Based on an interview with the school principal, he said that all school management is based on family principles, not that the management is a member of the foundation family.
2. Political management is management that is dominated by a certain political group, so that important functions in an organization are occupied by people who have the same political views/ideas. Or it can also be interpreted as management where important positions in the organization are held by people who have political connections and are based on loyalty to a particular party. Political considerations take precedence over the goals of the institution.
3. Professional management in the HR context is the implementation of these functions in developing the quality of human resources professionally. The opponent is amateur management whose characteristics are contrary to the characteristics of professional management. The characteristics of professional management in quality development can be seen from the operational and managerial side, namely: a) Obtaining top management support, Beneficial for internal and external interests of the organization, c) Having a long-term and sustainable program, d) Oriented towards the future with an approach holistic (touching emotional/spiritual elements), e) Implementing the principles of

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