

# The Leadership Style of Islamic High School Principle in Decision Making

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**Abstract**—One of the determinants of the success of Madrasah Aliyah is the leadership factor, while the core of leadership is decision making, and the way of making decisions determines the leadership style of a leader. The purpose of this research is to know the leadership style in decision making. This research uses qualitative approach with descriptive method. Data collection techniques are observation, interview, and documentation. Data analysis uses learning method and study data, unity, categorization and interpretation. The results show that the leadership style of Madrasah Aliyah Principal uses an executive leadership style. This can be seen in the decision making principals of Madrasah who have excellent personality, and able to communicate by using two-way communication patterns. Success achieved, can be seen from the achievement of work programs and the achievements of learners.

**Keywords**—leadership style; head of Madrasah Aliyah

## I. INTRODUCTION

Management as an activator in educational process influences the progress and retreat of education. Therefore, the implementation of education will never be separated from management. The function of management according to Jahari [1] consists of leading, planning, organizing, and controlling. Planning is the selection and linking of facts, making and using assumptions related to the future by describing and formulating certain activities that are believed necessary to achieve a particular outcome [2]. Leading is a job that has been done by a manager for making others to act [3]. Leading is not a projection of personal traits, but it is a special kind of working that consists of skills that can be categorized into the same class that demands itself as a generalist.

According to Veithzal [4] that leaders ought to hold the leadership functions such as coordination, making decision, communication, and attention to subordinates. The leader's behavior is to inspire subordinates, to complete tasks and to develop subordinates, to pay attention to employees how to do a job, to perform obligations and to improve setback because of the setback in achieving goals. Leadership function according to Nawawi [5] is as instructive, consultative, participation and delegation

Most definitions of leadership reflect the assumption that it involves a social influence process Bush and Glover [6]. Leadership is an action taken by individuals or groups to coordinate and give direction to individuals or other groups

who are incorporated in a particular place to achieve predetermined goals [7].

Islamic school principal as the backbone of the quality of education is required to act as a generator, encouraging, pioneering, stabilizing as well as administrator. There are several important considerations for the leadership of Islamic School principal. First, the Islamic school principal should be able to communicate to the institutional values of faculty, students and the wider community. Second, the Islamic school principal should be able to understand, communicate and discuss about the developing process within the institution by is not just sitting behind his desk. Third, he or she must be able to foster a sense of togetherness, desire, passion and potential of all staffs to achieve goals [8].

In order to improve the quality of Islamic school education has the potential of both internal and external. One of its potential namely, the first, the existing strong view in the community that the Islamic school is a pillar in the implementation of education based on Islamic religious values, the second, the view of Islamic school is capable of producing graduates who have high intellectual and Islamic characters. It is expected to have graduates of Islamic school who have capable in science and technology, the third, rational attitude and values adopted by the Muslim is a pillar for educational enforcement that characterized of Islam [9].

The leadership of Islamic school principal is as agent of change that has an active role in improving the quality of education, so that it must have the ability as a leader. A good leadership of the Islamic school principal is able to manage all educational resources to achieve educational goals, both in terms of learning and human resource development. The process of influence will be achieved when the personal of Islamic school cooperates in synergy as a solid system to strengthen the internal environment of the Islamic school, so that it can synergize with other Islamic schools. The principal of Islamic school has a role to analyze the various environmental conditions both internal environment and external environment of its Islamic school. The right strategy is to bring the expected Islamic school itself [9].

Madrasah Aliyah is having an A accreditation, that is located on Sastra Street No. 21 Block C Solokan Jeruk, Majalaya District, Bandung Regency. This school has a number of Teachers and Education Staffs are about 53 teachers

and 700 students. The leadership of the new Islamic school principal is different from the others, he has the vision, and mission and strategy that are extraordinary in improving the educational institution is more advanced. The visions are *Creative, Active, Dynamic, Effective, and Religious (KADER)*. *KADER* is a process or product that is systematically prepared through the good planning and programmed to have the required characteristics and competencies in the future with strong ideological emotional commitments and bonds in sustaining the solidity of organizational and institutional existence.

The students have the superiority in academic. It can be seen in every National Exam (UN) that always passed 100%, other achievements are seen by always winning the competitions. The students' achievement is quite prominent, one of them is in the field of extracurricular *PASKIBRA* (Flag Hoisting Troops) and Contest of Koranic recitation those achievements have reached the province level, and several other champions are quite prestigious. This cannot be separated from the role and figure of the Islamic school principal in Madrasah Aliyah of Majalaya named Dra. Hj. Eulis Nurhasanah, M. Pd, she led this Islamic school with a different style of leadership with other schools.

Several previous studies on leadership styles have been done by Anwar and Islam [10] which explains about Madrasah leadership theory includes Understanding, Theories, Style, and educational leadership. As well as on the professionalism of Teacher Includes Penegradance, Competence, Code of Ethics and Teacher Duties Aliyansyah Syahrani Umar, 2012 The contents of the madrasah head master program as a leader in improving the quality of input, process, output of education

## II. RESEARCH METHOD

This research used qualitative approach. Research method used in this research is descriptive method. It is the main kind of research which is used for describes or draws phenomena, naturally or unnaturally [11]. In terms of methodology, this research is a qualitative research [12].

Technique of data collection used in this research is observation participation technique, interview technique, and documentation technique. participants of this study were principals and teachers. Validity test of observation data is tested by using participation extension, diligence observation, triangulation, friends check, negative case analysis, adequate references, members check, detailed essay, and verification to the school.

## III. RESULTS AND DISCUSSION

After conducting Research, analyzing and processing data through interviews, observation, document studies on the problems listed in the title, it can be drawn conclusions the leadership style of principal of Madrasah Aliyah of Majalaya is using executive leadership style, with indicator executive leadership style is a leader who has high levels of task orientation and human relationships. Leaders who use this style are good motivators, set high standards, recognize individual differences, and use team management. The executive

leadership style results from the opinions or perceptions of some Islamic High School Majalaya teachers on the principal's leadership style.

The success of the leadership style of Madrasah Aliyah of Majalaya, Solokan Jeruk, Bandung is measured from the implementation of the entire work program, and the development of schools that conducted during the position of principal. The improvement of school's quality is based on eight National Education Standards under leadership concerned of the leader itself. As well as efforts to develop professionalism as a principal, as well as the success of the leader or principal of the Islamic school, also achieves the vision and mission set in 2010 so that in terms of academic in Islamic High School of Majalaya is superior than before.

As the success achieved by the Principal, Islamic High School of Majalaya has increased from various aspects. One of them is the increase of graduates achievement that students can continue their studies to the qualified university such as the university in Sumatera, Kalimantan, Universitas Pendidikan Indonesia and Universitas Padjajaran (Alumnus Data of Islamic High School of Majalaya). he increase of good behavior implementations could create School Green, and that also seen from infrastructural aspect that progresses to be perfect based on the rules of Infrastructure Standard of High School proved by additional of building like Security Post, Counseling Guidance Room, Teens Red Cross Room, Rest Room, Garden, tidiness, hygiene and beauty repairing.

The success of this Islamic school principal is not only seen from the results, but it is seen from the process of implementation in the achievement of success. How leaders support student achievement has great implications for schools in need of turnaround, as there is no example of a turnaround absent high-quality leadership [13]. It is starting from the communication process. Communication conducted by the principal of Madrasah Aliyah of Majalaya is very good; she uses the great communication channels as well as she communicate with the teachers that are done every day, and carry out coaching toward teachers at the beginning of each month. This guidance is intended to be emotionally approached with teachers, and it is a working evaluation of each month.

When Communication has been running smoothly, the success of the Islamic school principal needs to be seen in making decision process. Making decision process conducted by the principal of Madrasah Aliyah of Majalaya through discussion and making self-determination. Not all school issues were made by discussion, but the principals sometimes have to decide on their own decisions without having discussion. In the process of making decision by the principal of Madrasah Aliyah is using a good communication line, as when something that the teacher wants to convey to the principal, the teacher cannot communicate directly with the principal, because of Madrasah Aliyah of Majalaya uses a very good communication line. At the beginning, the teachers are meeting with another teacher's council. Then the teacher's council delivered the results of the meeting to the school's principal.

After making decision process, the principal must provide good motivation to the teachers. The motivation of Islamic school principal is to provide guidance and appreciation to the

best teachers. After the principal provides motivation to the teachers, then principal should develop employees. The employee development process is conducted by the principal of Madrasah Aliyah of Majalaya by providing coaching, so that the principal will bring many experts in the developing the employees, that is from the Director General (Dirgen) Personnel section, the Ministry of region (Kanwil) of West Java, and the Ministry of Religious Affairs (Kemenag) of West Java. Besides coaching, the principal also sends teachers who are the best or competent to attend trainings at the national level.

Supporting and inhibitor factors of leadership style of Islamic School principal in Madrasah Aliyah of Majalaya that is on the supporting factor is the existence of funding sources and support, contribution and participation of all parties (stakeholder) in supporting the achievement of school goals. Meanwhile, the inhibiting factor is there is no additional funding source so that the Islamic School's finances rely on the government itself.

#### IV. CONCLUSION

The leadership style of Islamic School principal in making decision in Madrasah Aliyah of Majalaya is very important for school progress. Making decision for a principal is not a very difficult or confused thing. Because the principal of Madrasah Aliyah of Majalaya has a very good personality, one of them is decisive, authoritative and discipline. This personality reflects her own leadership especially in making decision, so that everyone feels reluctant to her. Making decision can be done in several ways through discussion or personally called authoritarian.

The leadership style of Islamic School principal in having communication in Madrasah Aliyah of Majalaya uses two-way communication pattern, whereas two-way communication is the occurrence of feedback communication ideas. There is a sender who sends information and there is a receiver that performs the selection, interpretation and response back to the message from the sender.

The leadership style of Islamic School principal in giving motivation in Madrasah Aliyah of Majalaya is done by giving moral guidance orally every week and giving appreciation to the best teacher.

The leadership Style of Islamic School principal in developing the employees in Madrasah Aliyah of Majalaya is done by providing direct guidance from the Ministry of Religious Affairs, Inspector General Personnel Department and Regional Office to the teachers once in a semester.

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