

The Effectiveness of Spiritual Leadership in Public Primary Schools

Diding Nurdin

Universitas Pendidikan Indonesia

Bandung, Indonesia

didingn8871@gmail.com

Abstract—The purpose of this study is to explore the effectiveness of the spiritual leadership enrolled by the Elementary School's principals in managing school program to succeed in accordance with the goals set with teachers. The method used in this research is qualitative approach, using observation and documentation. Data analysis was conducted before and during school programs are implemented because the spiritual effectiveness is associated to work hardly and intelligently based on spiritual values. The implication of this research is the importance of belief and awareness of the elementary school teachers in applying spiritual values in order to perform their functions.

Keywords—spiritual leadership; public; effectiveness

I. INTRODUCTION

The spiritual leadership is derived from the concept of human leadership with spiritual aspects, more relevantly the concept of leadership based on religious values or strong beliefs of religious faith. Human attend to be a leader, act as a leader, do something helpful based on their spiritual values. Cause for what they believe is true within their heart. They do as what their heart told them to do. All spiritual values they picked can lead them on what they should do in their living sectors and parts of their working sector.

Fry defines spiritual leadership as comprising the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have sense of spiritual survival through calling and membership [1]. Spiritual leadership helps people understand their spiritual live and their workplace in the context of community and plays an important role in creating spirituality condition within people and organizations [2].

Spiritual leadership as intrinsic value-based leadership concept has objectives, that the objectives are: to tap into fundamental needs of the leaders and followers for spiritual welfare through calling and membership, in order to a achieve a harmony of vision and value among individuals, among empowered teams, and between organizational level which would in turn improve the well-being and organizational commitment of employees, improve financial performances and social responsibility of the organization [3].

Kaya mention on his research that, the influence of spiritual leadership are strongly contribute to the forming of effective

primary school (elementary) [2]. Moreover, spiritual leadership are a unique model of leadership which can be evaluate [4]. The implications of this study provide motivation for principals to be able to apply spiritual values in the leadership of the principal. The spiritual values that the principals principal can bring to play his role effectivelly.

II. METHOD

The method used in this research is qualitative approach which the researcher conduct observation, literature study and documentation study to gather all the data needed for this research objectives.

III. RESEARCH FINDINGS

Location of this research is in public elementary schools which are managed by the governmental organization called Office of Education of Purwakarta and Sukabumi, under the Provincial Office of Education in West Java, and they are all part of The Ministry of Education in Indonesia. The exact location is in Cibatu 1 Elementary School at Purwakarta and Dewi Sartika Elementary School at Sukabumi, Indonesia.

A. First Sample: Cibatu 1 Elementary School

The school have a leadership situated by its local values and national constitution that supports ongoing basic education for students from 7 to 12 years old. The surrounding situation let the leadership make its own choices to perform an act of good habitual, nice and modest activities, also any kindness in every event which can be held by the school stakeholder in line with the principal's policy, approved by the board of parents and protected by the government's laws. Instead of waiting specific policy from top of the nation policy-maker, the principal and teachers can and are allowed to make their own policy to be applied in their school acknowledged and approved by the board of parents, for example when the school rule the morning prayer for all students and teachers, it is supported by the parents who are also preparing their children's prayer mats and clothes to be wore as they go to school in order to obey the rule of their school which has a strong spiritual influences and positive impact for their activities.

Ruling the school not by harsh method and strict command is shown as a better option for Cibatu 1 Elementary School Purwakarta. The spiritual leadership phenomenon reached it

cultural point that show a good example of how to lead a public school together with teachers and parents, and doesn't forget the student needs and aspiration.

Choosing a class leader for students are same as choosing a project officer for teachers, which involved all stakeholders to vote and show their choice, guide by the principal, acknowledge also by the board of parents and public school supervisor. They shared same spiritual values such as; fairness, honesty, kindness and togetherness to gain good deeds are compulsory as their religious teaching told them.

Cleaning the classroom and school offices are not only for their cleaning service officer and the school security officer. Principal, teacher and student shared their spiritual values, such as; cleanliness, purity, and kindness again as their basic motivation to obey their school leadership to keep the public school stay in a good image, has a good clean environment.

Starting the daily teaching and learning with students are well administrated in Cibatu 1. They also start the day with daily prayer in the office or classrooms. Some teachers love to read the holy Quran, books and papers, also their students' progress reports of study, health, attendance and creativity. Like the teachers, the principal also teach 6 hours weekly in the school. They share spiritual values as well, such as hard-work, teamwork, collegial learning and kindhearted teaching-learning culture.

Facing the school examinations, teachers asks their students to pray, learn and read in their home with their parents' help. The principal also had a praying event to attend with the teacher, parents and student of the 6th grade for their succession to pass the national standard examination.

The principal is not only leading the teacher, but also the students to perform their best for Cibatu 1 Elementary School Purwakarta. As for the board of parents, the principal is having them as co-pilot for governing the school. They also share the spiritual values such as equality, assistance and cooperation in doing all the good deeds for the school.

B. Second Sample, Dewi Sartika Elementary School

The other sample for this research is a public school in Sukabumi, Dewi Sartika Elementary School. This public school has an additional uniqueness, much better than a public or private elementary school.

Dewi Sartika Elementary School Sukabumi has good programs like Alquran reciting hours for all students and teachers. Literacy culture as the school environment and library are decorated to gain school literacy culture so the student and teacher would race to read any good readable media, especially books.

Gardening as a local habit are developed by the teachers in the school for students learning also, from planting herbal to beverages and decorative flowers, also maintaining the trees and plants which already grew within the school park and garden. New technology is also adopted by the school teachers, like making a special area for a custom fish pond and water-plant to make the school more literate in technology and farming. This shows us the sharing spiritual values in Dewi

Sartika Elementary School, such as gaining more knowledge and skills, learning habit, reading habit, especially reciting Alquran as a good image and good deeds in this public school. Although the school is not situated in the downtown, but the school has strong believe that if they seek better knowledge and do good deeds and kindness the school will be better and progressively perform their best.

As a public elementary school, Dewi Sartika Elementary School Sukabumi also has board of parents as their co-pilot in leading the way of the school direction to reach good prestige. The parents are supporting the students' activities within the school, both curricular and co-curricular activities.

The school principal decorated his office with religious calligraphy and framed text of motivations as he wants to share the universal values that teach people and encourage them to work with all their heart in order to fulfill their mission and task as educator in the school. For example, they shared values which contain spiritual energy from school leader are; obedience, modesty, safety, health and cleanness, perseverance, and pro-active in doing kindness.

The teachers are also decorated the classroom and school building with positive signages and moral teachings, plus information signages about technology, health, science and life skill. They decorated the school because of their commitment to education, to their religious believes, and their national identity as an Indonesian. They shared the same values such as good teaching, spreading positive values and good knowledge, keeping the school environment stay in good images, and so on.

Their skillful teaching strategy are implemented for the class of students to reach their learning goals, it's important that they must empowered the student to learn in school area like sporting in the school field or learning math in the classroom and school garden. They also learning in social area, whether in the traditional village environment and modern public spaces to learn about thematic studies and subject matters. As long as they are in a teaching-learning situation, such event are well administered and supervised by the principal and it is already in the school annual plan which also approved by the board of parents. This is a sample of accountability which is carried out by teachers and the principal in Dewi Sartika Elementary School Sukabumi. Accountable is a must, not only for their relationship to the officer and supervisor from the governmental office of education, nor parents and the community, but they are also wanted to be accountable to the Almighty God who will give them reward for their accountability. This good deeds are result of intensive obedience developed by school stakeholder, which is known as ascetic spirituality develops in their leadership [5].

Thus, leadership culture in Dewi Sartika Elementary School is powered by the stakeholder religious believes, working as educator in the school is not only to fulfill their obligation as governmental employees, but also to succeed their task of worship to the Almighty God. Such obligation are belong to the spiritual leadership as a real leadership concept which cannot separate the leadership and spiritual aspects [6].

Spiritual leadership yet not established as formal label in any public elementary school, but they live as a power, as a core of basic action to lead within their offices, to rule or to carry on their duty as public servant, because they are also human who live with spiritual values.

IV. SCHOOL ACTIVITIES MOTIVATED BY SPIRITUAL LEADERSHIP

Both samples of this research are having common activities and unique activities—identified as containing spiritual leadership phenomenon—for both of Cibatu 1 and Dewi Sartika Elementary School.

A. Common Activities

The principal are ruling the school with help of the teacher and students, also the board of parents, and sometimes as official visit, the school supervisor from the office of education also meet the principal, teacher, student and parents to keeping the school at the right track. This phenomenon are natural for school in order to implement the spiritual leadership within the community [7].

Standard obligation of national education carried in both public elementary school are not limiting the principal and teacher to perform their religious believes nor their moral faith to teach, lead, and manage the students. So that's why spiritual leadership can grow easily within both of the public elementary school.

The board of parents supporting each of their public elementary school which educate their children, they trusted the principal and teachers, so far there is no mistakes nor big problem caused by the school teacher and principal. This support are essentially important, because the parents will never give their student to the school if the school is ruled by any principal or teacher with different act of teaching which cause difficulties to students and of course effects their parents. In the other side, parents who attend to be former of students in Cibatu 1 or in Dewi Sartika Elementary School, they give more support to the principal and teacher to carry on their school program; curricular and co-curricular.

Any act of leadership will never pass the board of parents without their acknowledgement. It is fair for the principal, teacher, student and parents that they are sharing their leadership and give spiritual-based leadership to grow and live in public elementary school.

B. Unique Activities

There are unique activities in Cibatu 1 Elementary School Purwakarta, such as having special support and straight verbal order from the mayor of Purwakarta to carry on the *Dhuha* prayer habit with hundreds of students together with their school teachers, which led by the school principal. This is not only an official statement of governmental support, but also seen as an oral award for the school. Thus, unique activities in Cibatu 1 indeed has positive impact on how the principal and teacher working hard and intelligently educate the students in good climate. The principal and teachers are assuring important activities as state that spiritual leaders ensure some important

properties for their organizations, such as self-actualization and meaning in life, which may then provide health and wellness as outcomes in the workplace [8].

The uniqueness of Dewi Sartika Elementary School Sukabumi are such as having special event daily like reciting Alquran and made it a special identity to their school is an excellent choice carried out by the school leader. The school has made their educational program “competing” the private school in their region which has the same educational program and services. Furthermore, Dewi Sartika Elementary School even gives their service to facilitate the students and teachers performing basic prayers together.

Thus, programs in Dewi Sartika Elementary School are effectively show good climate in the school. It shows on how the principal and teacher educate the students, also on how they interact with internal and external stakeholders. They also have a long track records of achieving prestigious awards and trophies of various educational competition. Their satisfaction of such achievement are categorized as spiritual leadership effects within school [9,10].

V. CONCLUSION

Cibatu 1 and Dewi Sartika Elementary School become two of the favorite schools in their regions as they show their positive activities, either commons or uniques to other public elementary schools. It is achieved also by their act of leadership which contain spiritual values that motivates the stakeholders to work together at the right direction according to the national standard of basic education and religious values to be good and better in educational activities.

It is not easy to be the favorite public elementary schools with spiritual leadership implemented in their workplaces by the principals and teachers. But as the socio-culture system open their door, and the government also open their rule and policy to spiritual values implementation in school leadership, it can be easy for any public elementary schools to become the favorite school and shows positive and productive habit to the society.

Working in public elementary schools is better to express good affection and positive act of spiritual values, especially in all leadership situation at school, so that school programs can be directed and managed toward the succession of national education objectives.

Thus, spiritual leadership are involving motivation and inspiration for a productive workforce [11].

Motivation and inspiration also play a good role as the public elementary school leader shows them in a form of collective leadership with teachers, students, parents and other stakeholder. They are working together to achieve their shared spiritual values and shared vision. That is the reason for an effective public elementary school to succeed their educational goals.

REFERENCES

- [1] L.W. Fry, "Toward a theory of spiritual leadership," *The Leadership Quarterly*, vol. 14, no. (2003), pp. 693 – 727, 2003.
- [2] A. Kaya, "The Relationship between Spiritual Leadership and Organizational Citizenship Behaviors: A Research on School Principals' Behaviors," *Journal Educational Sciences: Theory & Practice*. June, 2015, vol. 5, no. (3), pp. 597-606, 2015.
- [3] C. Frisdiantara and P. Sahertian, "The Spiritual Leadership Dimension in Relation to Other Value-Based Leadership in Organization," *International Journal of Humanities and Social Science*, vol. 2, no. 15, 2012.
- [4] F. Contreras, "Servant and Spiritual Leadership Theories: Are They Two Different Notions?" *Journal of Human Values*, vol. 22, no. (3), pp. 202–20, 2016.
- [5] Tobroni, "Spiritual Leadership: A Solution of the Leadership Crisis in Islamic Education in Indonesia," *British Journal of Education*, vol. 3, no. 11, pp. 40-53, 2015.
- [6] E. Karadag, "Spiritual Leadership and Organizational Culture: A Study of Structural Equation Modeling," *Journal Educational Sciences: Theory & Practice*, vol. 9, no. (3), pp. 1391-1405, 2009.
- [7] S. Thompson, "Hidden Strength: Encouraging Spiritual Leadership Attributes Among School Leaders," *Kentucky Journal of Excellence in College Teaching and Learning*, vol. 10, no. 9, 2012.
- [8] B. Aydin and A. Ceylan, "The Effect of Spiritual Leadership on Organizational Learning Capacity," *African Journal of Business Management*, vol. 3, no. (5), pp. 184-190, May 2009.
- [9] B. Bozkurt, "An Investigation of the Effect of School Principals' Spiritual Leadership Competencies on Teachers' Organizational Citizenship Behaviors," *Electronic International Journal of Education Arts and Science*, vol. 1, no. 2, 2015.
- [10] A. Werts, J.C. Lindle, R.C. Knoeppel, E.R. Green, and M.D. Salla, Knowledge, Leadership and the Role of Spirituality: An Exploration of Principal as Spiritual Leader. In Annual Meeting of the American Educational Research Association, 2012. [Online] Retrieved from http://tigerprints.clemson.edu/eugene_pubs/9
- [11] P.H. Scott and S. Tweed, "Implications of Spiritual Leadership on Organizations," *Journal of Education & Social Policy*, vol. 3, no. 6, December 2016.