

Style Leadership Head School Muhammadiyah 1 Senior High School Karanganyar in Institutional Quality Management Education

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Abstract:

Principal leadership plays a strategic role in managing the quality of educational institutions, including managerial aspects, entrepreneurial development, and supervision. This study aims to describe the leadership style of the principal of SMA Muhammadiyah 1 Karanganyar and its impact on the management of educational quality. The study used a qualitative method with a field approach. research. Data were obtained through observation, interviews, and documentation with the research subjects of the principal, teachers, staff, guardians, and students. The results of the study showed that the principal applied a combination of democratic, transformative, and transactional leadership style. The democratic style is demonstrated through the involvement of all elements of the school in policy making, creating a collaborative working atmosphere. The transformative style is reflected in the provision of inspiration and innovation through superior programs such as ICT classes, ICP, boarding class, and S2 scholarships for teachers. Meanwhile, the transactional style is seen in the awarding of awards to outstanding teachers and students. The combination of

these styles contributes to improving the quality of education, marked by increased teacher competence, an Islamic school environment, and student achievement in both academic and non-academic fields. This study concludes that the principal's leadership style plays an important role in supporting the achievement of the school's vision and mission, namely producing outstanding, skilled, and noble cadres. These findings provide practical recommendations for principals in reflecting on the management of educational quality.

Keywords: Leadership Style, Quality Of Education, Principal, SMA Muhammadiyah 1 Karanganyar, Managerial

Introduction

Leadership plays an important role in determining the success of an institution, as emphasized in the Qur'an, Surah Al-Ahzab verse 21, that the Messenger of Allah SAW is the best example for mankind. In the context of education, the principal has a strategic role in realizing the noble vision of educating the nation's life. The principal as a leader is responsible for directing the team effectively to create a harmonious work that is in accordance with the main tasks and functions (tupoksi) of each, in addition the principal has role key in management institution education, obligation head school in to organize activity education, managing school administration, managing facilities and infrastructure, as well as manage power educator done with apply style leadership consciously or unconsciously. There are three types of leadership styles that are generally applied by head school, namely authoritarian leadership style, democratic, and control Free (Laissez Faire) . Apart from that, there are still several other leadership styles that can be applied, such as transformational, charismatic and transactional leadership styles.

Each leadership style has different characteristics. Authoritarian leadership is characterized by complete control, strict instructions, and centralized decision-making. Democratic leadership emphasizes participation, collaboration, and shared decision-making. Laissez-faire leadership gives complete freedom to subordinates with minimal direction and intervention. Transformational leadership focuses on inspiration, strong vision, innovation, and driving positive change. Charismatic leadership relies on personal appeal, conviction, and emotional influence to build loyalty. Meanwhile, transactional leadership is oriented towards rewards and punishments, with a focus on performance and short-term goals.

Sudarwan Danim said that the quality of education is greatly influenced by the leadership of the principal. A competent principal must have a clear vision, high discipline, and be able to motivate the team to achieve goals. The government supports improving the quality of principals through programs such as LPPKS, strengthening principals, and the teacher movement program.

However, the challenges faced by schools, especially private schools, are increasingly difficult. Many private schools have experienced a decline in the number of students due to tight competition with public schools. On the other hand, there are private schools that have survived and even developed amidst the challenges, one of which is SMA Muhammadiyah 1 Karanganyar which has succeeded in maintaining its quality with superior programs such as the Bording Class program, Tahfidz Class Program, ICT class, ICP Class and SKS program. Therefore, this study is considered important to describe the leadership style of the principal of SMA Muhammadiyah 1 Karanganyar in managing the quality of educational institutions.

Andi Yusuf (2017) in his thesis entitled Charismatic leadership style of the principal of Al Musyaffa Kendal Vocational High School in improving teacher performance. The results of the study found that (1) the charismatic leadership style of the principal in communicating his goals, vision, and mission to teachers consists of: a) Effective information. b) Sources of formation of goals, visions and missions. (2) Commitment to the charismatic leadership style of the principal consists of: a) Loyalty of teachers to the organization. b) High teacher professionalism (3) The charismatic leadership style of the principal towards teacher performance consists of: a) Carrying out tasks according to the job description. b) Carrying out tasks with a happy heart. The similarity between this study and the previous study is that both examine the theme of the principal's leadership style. The difference between this study and the previous study lies in the focus of the study, where the study focuses on examining how the principal's charismatic leadership style improves teacher performance. Meanwhile, this study focuses on examining the principal's leadership style in managing the quality of the institution at SMA Muhammadiyah 1 Karanganyar,

This is different from the thesis conducted by Claudia (2022) entitled The Influence of Principal Leadership Style and Organizational Culture on Teacher Performance. The results of this study revealed that: Principal leadership style has a positive effect on Teacher Performance, Organizational culture has a positive effect on Teacher Performance, and Principal leadership style and Organizational culture simultaneously have a positive effect on Teacher Performance. The conclusion of this study is that improving teacher performance is determined by the principal's leadership style and the conduciveness of the organizational culture implemented in schools. The similarity between this study and the previous study is that they both examine the theme of the principal's leadership style. The difference between this study and the previous study lies in the variables and research methods used, where the study uses a quantitative method to analyze the influence of the principal's

leadership style and organizational culture on teacher performance. While this study uses a qualitative method to describe how the principal's leadership style in managing the quality of educational institutions at SMA Muhammadiyah 1 Karanganyar.

In determining the research object, the researcher has several valid reasons: first, Amidst the onslaught of competing educational institutions and PPDB zoning policies, SMA Muhammadiyah 1 Karanganyar is currently the only best private school with a total of 1,277 students. Secondly, although faced with on obstacles, like fact that existence Teacher Which move assignment due to the acceptance of PPPK which results in schools needing selection new teachers and adaptations again, curriculum that changes from time to time, limited facilities and infrastructure, but SMA Muhammadiyah 1 Karanganyar is still a school that is very popular with the community.

Based on the background above, the researcher is interested in seeing how the leadership style of the principal of SMA Muhammadiyah 1 Karanganyar in managing the quality of educational institutions which includes input, process and output. This study aims to describe the types of leadership styles. head leadership school in SENIOR HIGH SCHOOL Muhammadiyah 1 Karanganyar along with the advantages in the leadership style and knowing its impact on achieving the goals of managing the quality of the educational institution. This research is also expected to be used as as reference head school in frame reflect management quality education on educational institution he leads.

Research Method

This research method uses a qualitative method with the type of field research, field research is a type of research that studies environmental phenomena naturally. The purpose of using field research is to observe problems to the smallest point to find solutions to the problems raised. The object in this study is SMA Muhammadiyah 1 Karanganyar and the subjects in this study are the principal of SMA Muhammadiyah 1 Karanganyar, Head of TU, Vice Principal, teachers, several guardians and students. The data collection method used is observation to find out the activities carried out by the research subjects so that researcher can to obtain data about leadership head school in management institution education, interview with the principal of Muhammadiyah 1 Karanganyar High School Forto obtain data about history the establishment school. Head of TU and Deputy Principal to find out views they to style leadership head school in management quality institution education . Teachers, some guardians and students receive data addition about how come leadership head school in management quality institution education , and documentation to collect data legacy Which written For complete data study. The data analysis technique used in this study is: The data analysis of the Miles and Huberman model consists of three main stages. First, data reduction, which is the process of selecting and focusing relevant data according to the research theme so that it is arranged more systematically, in this case related to the principal's leadership style in managing the quality of educational institutions. Second, data presentation, where the reduced data is presented again in the form of a narrative or verbal writing that makes it easier to analyze. Third, drawing conclusions, which is formulating the core of the problem based on general facts to produce specific ideas as elaborations and explanations.

Result and Discussion

1. Leadership Style of the Principal at Muhammadiyah 1 High School, Karanganyar

This study discusses the leadership style of the principals at SMA Muhammadiyah 1 Karanganyar and SMA Muhammadiyah Darul Arqom Karanganyar in relation to the principal's main duties as mandated in Permendikbud Number 6 of 2018, namely as a manager, entrepreneurship developer, and supervisor. The focus of this study highlights how the principal leads educational institutions with an approach that is appropriate to the task, as well as how the leadership style is applied to advance the quality of education in both schools.

SMA Muhammadiyah 1 Karanganyar is currently led by Mr. Sumarwanto, SH, M.Pd, who has extensive experience in education. His career began in 2001, with experience as a PKN teacher since 2004 and an active role in the Muhammadiyah Karanganyar Regional Leadership Human Rights Council. His dedication to Muhammadiyah education has driven his career up, starting as vice principal for human resources in 2016, then vice principal of general schools in 2019, and finally becoming principal in 2020. These academic qualifications and experiences are a strong foundation for him in leading the school.

In carrying out his duties as principal, Mr. Sumarwanto demonstrates an inspiring and collaborative leadership style. He consistently encourages teachers and staff to continue to develop by setting an example, such as arriving early to school and giving appreciation to teachers who show similar dedication. In policy making, he involves all elements of the school, including teachers and the school committee, thus creating an inclusive and harmonious work environment.

As part of strengthening leadership competency, the principal also participated in the DIKSUSPALA (Special Education for Principals) program organized by Persyarikatan Muhammadiyah. This program provides special training for principals at the national level, by providing them with leadership tips and strategies from the best Muhammadiyah principals in Indonesia. This also improved Mr. Sumarwanto's ability to lead, especially in carrying out the principal's main duties which include management, entrepreneurship development, and supervision.

2. Superiority style leadership head school SENIOR HIGH SCHOOL Muhammadiyah 1 Karanganyar and its impact on achievement objective quality management

The leadership style of the principal of SMA Muhammadiyah 1 Karanganyar, Mr. Sumarwanto, SH, M.Pd, has a significant influence on the achievement of the quality of educational institutions. In an interview, he said that his approach focuses on innovation, collaboration, and empowerment of all school residents. Through superior programs such as ICT classes, ICP, TCP, and *boarding class*, he encouraged students to excel academically and non-academically. In addition, support for teachers is shown by providing S2 scholarships at UMS, training, and workshops to improve competence. As a result, SMA Muhammadiyah 1 Karanganyar recorded brilliant achievements, both in memorizing the Qur'an up to 30 juz and in various competitions at the district and national levels.

The teacher competency improvement program through the Masters scholarship also strengthens the school's reputation in the community. Dwi Sugeng Riyadi, SS, M.Pd, one of the scholarship recipients, stated that this initiative not only increased his knowledge but also increased public trust in the school. With more competent teachers, schools become the main choice for the community in entrusting their children's education. This was also acknowledged by

Santoso, S.Pd , M.Pd , as Deputy Head of Curriculum Affairs, who emphasized the importance of this program in creating quality teaching that is technology-based and relevant to the development of the times.

On the other hand, the school also supports students to be active in various competitions, both organized by Muhammadiyah and the government, such as OSMJT, OMBN, OSN, POPDA, and MAPSI. According to Supriyanto, S.Pd , M.Pd , the school's student team always provides opportunities for all students to participate in these competitions. Not only that, students who excel are given awards in the form of certificates and discounts on education fees, thus further motivating them to excel.

The management of the quality of educational institutions at SMA Muhammadiyah 1 Karanganyar shows a significant positive impact. In managing input, the principal has succeeded in creating an environment that supports the development of all school members, including students, teachers, and administrative staff. In managing the process, the S2 scholarship program has been proven to improve teacher competence, which leads to more innovative learning that is relevant to the needs of the times. In addition, output management shows a consistent increase in student achievement, such as the success of becoming the overall champion of OSMJT, students being accepted into well-known PTNs, and success in the Al- Qur'an memorization program, as recognized by Bangkit Musaddad, a grade XI student who has completed memorizing 30 juz.

Discussion

1. Leadership Style of the Principal at Muhammadiyah 1 High School, Karanganyar

SMA Muhammadiyah 1 Karanganyar has a vision of "becoming an institution that produces Muhammadiyah cadres who are accomplished, skilled, and have noble character." To achieve this vision, the school implements various strategies, including 21st century skills-based learning, creating an Islamic environment that supports the formation of noble character, implementing technology-based quality management, serving the community, and developing innovative programs with an Islamic character. All of these strategies are aimed at creating superior quality education that is relevant to the times.

In this study, it was found that the principal, Mr. Sumarwanto, SH, M.Pd , plays a major role in managing the quality of educational institutions through various concrete actions and examples. He is known as a figure who always comes the earliest, gives appreciation to teachers and students who excel, and involves all elements of the school, such as teachers, vice principals, and committees, in the policy-making process. In addition, his enthusiasm in participating in training programs such as DIKSUSPALA shows a strong commitment to continue to improve leadership competency in order to encourage innovation in the school environment.

Based on the theoretical analysis, the actions of the principal of SMA Muhammadiyah 1 Karanganyar show the application of various leadership styles. An open attitude and deliberation involving all elements of the school reflect a democratic leadership style as explained by Sudarwan Danim . Meanwhile, giving awards and motivation to teachers and students who excel is in line with the transactional leadership style, as explained in B. Corbin's theory of *Entrepreneurial Leadership : Fundamentals* . The most dominant leadership style is transformative, which is demonstrated through his efforts in participating in leadership training, providing examples, and encouraging all school residents to innovate and create positive change. This is in accordance with

Sabar Narimo's theory, which states that transformative leaders have an idealized influence. influence), a strong vision, and inspiring values.

The results of the study showed that the principal of SMA Muhammadiyah 1 Karanganyar did not only focus on one leadership style, but applied a combination of democratic, transactional, and transformative leadership styles. This approach has proven effective in managing the quality of education in schools, covering managerial aspects, entrepreneurial development, and supervision. By implementing various leadership styles, the school is not only able to achieve its vision and mission, but also continues to excel in various fields.

2. Superiority style leadership head school SENIOR HIGH SCHOOL Muhammadiyah 1 Karanganyar and its impact on achievement objective quality management

SMA Muhammadiyah 1 Karanganyar has shown a strong commitment to achieving superior quality education, which is inseparable from the effective leadership of the principal. Based on the data analysis above, the principal combines three leadership styles, namely democratic, *transactional*, and *transformative*, in carrying out managerial tasks, developing entrepreneurship, and supervision. This combination of leadership styles creates a positive impact on the management of educational quality, both in terms of input, process, and output.

The democratic leadership style of the principal of SMA Muhammadiyah 1 Karanganyar, is shown through the implementation of an open discussion space for all school residents in program development. This reflects the spirit of a leader who values input, criticism, and ideas from every element of the school. The advantage of this style is the creation of a conducive, collaborative, and participatory working atmosphere, where teachers and staff feel appreciated and motivated to contribute. According to Sudarwan's theory Danim said that open and two-way communication is the hallmark of this leadership style. As a result, the democratic style increases work motivation, strengthens shared responsibility for achieving the school's vision, and creates a harmonious learning environment.

The principal's *transactional* leadership style is seen in the provision of appreciation for teacher and student achievements in the form of charters, certificates, tuition fee discounts, and even Masters scholarships. The advantage of this style is the emphasis on awards and sanctions based on individual performance, which encourages a work culture that focuses on results. This approach is in accordance with B. Corbin's theory that *transactional* leaders provide clarity of tasks and targets as well as rewards for performance achievements. The impact is the creation of a competitive work culture that is directed at achieving school goals.

transformative leadership style is also an important element. The principal encourages all school members to innovate and excel, both through training and workshops for teachers, study permits for further education, and encouragement for students to participate in various competitions and continue to college. The advantage of this style is its ability to inspire and motivate all elements of the school to exceed expectations. The *transformative style* emphasizes long-term vision and positive change as explained in Tichy and Devanna's theory in Luthans. The impact is the building of intrinsic motivation in teachers and students to continue to develop and achieve academic and non-academic excellence.

Overall, the principal of SMA Muhammadiyah 1 Karanganyar combines democratic, *transactional*, and *transformative leadership styles* effectively, which have a real impact on achieving educational quality. This approach reflects a holistic effort in creating a quality,

innovative, and relevant educational environment to the demands of the times, while supporting the school's vision to produce Muhammadiyah cadres who are high-achieving, skilled, and have noble character.

Conclusion

The leadership style of Mr. Sumarwanto, SH, M.Pd, at SMA Muhammadiyah 1 Karanganyar plays an important role in improving the quality of education. With his experience and qualifications, he combines inspirational, collaborative, and innovative leadership through the involvement of school residents in decisions, a Masters scholarship program for teachers, and motivation for high-achieving students. The result is an educational environment that supports competence, technology-based learning, and consistent achievement in academics, non-academics, and memorization of the Al-Qur'an. This leadership strengthens public trust and makes the school a leading institution that is relevant to the development of the times.

The leadership of the principal of SMA Muhammadiyah 1 Karanganyar, run by Mr. Sumarwanto, SH, M.Pd, has successfully integrated three leadership styles, namely democratic, *transactional*, and *transformational*, harmoniously in carrying out managerial tasks, developing entrepreneurship, and supervision. The democratic approach is reflected in openness to input from school residents, creating a conducive and collaborative work atmosphere. The *transactional style* is applied through the provision of performance-based awards and appreciation, which strengthens a work culture that focuses on results. Meanwhile, the *transformational style* is demonstrated through the encouragement of innovation, continuous training, and motivation for teachers and students to exceed expectations.

This combination of leadership styles has a significant impact on achieving educational quality, starting from input management in the form of improving teacher and student competencies, technology-based and innovative learning processes, to output in the form of student achievements in various fields, including academic success, memorizing the Qur'an, and high public trust in the school. This effective leadership is in line with the school's vision to produce Muhammadiyah cadres who are high-achieving, skilled, and have noble character, and to make SMA Muhammadiyah 1 Karanganyar a leading educational institution that is adaptive to the challenges of the times.

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