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**Proceeding Medan International Conference Economics and Business**

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Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

**Leadership in Educational Organization : an Analysis Teacher and Headmaster School Perspective****Alberto Maradona Sitepu<sup>1</sup>, Indra Prasetya<sup>2\*</sup>**<sup>1</sup>Postgraduate Program Student, Universitas Muhammadiyah Sumatera Utara  
Jl. Kapten Muchtar Basri No.3 Medan Indonesia<sup>2</sup>Magister of Higher Education, Universitas Muhammadiyah Sumatera Utara**\*Email:** [indrprasetya@umsu.ac.id](mailto:indrprasetya@umsu.ac.id)**ABSTRACT**

Principals have a major impact in improving the quality of teacher professionalism to encourage and build creative, innovative, and professional teacher creativity, learning leadership places teaching staff as the main component of student achievement. There are several implementation strategies in learning leadership for developing teacher ability for student learning success, including: (1) direct observation in conducting assessments; (2) teacher coaching meetings regarding the information on assessing learning outcomes; (3) involving teachers in educational training, seminars, and upgrading; and (4) activating Subject Teacher Consultation (MGMP) activities to assist teachers in doing problem-solving in teaching. Learning leadership is leadership that focuses on improving the quality of student learning through the role of the teacher. Implementation of instructional leadership places more emphasis on aspects of components in learning such as system development, curriculum structure, and content, assessment of learning outcomes, assessment of teacher skills development, learning services, learning methods, and media as well as learning facilities and infrastructure

**Keywords:** Implementation, leadership, educational organization

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### INTRODUCTION

Indonesia is one of the developing countries in the Asian region, especially Southeast Asia. In a developing country and region, several factors are urgently needed to become a developed country, namely natural resources and human resources. However, natural resources will not be useful without being supported by the quality of their human resources. Based on this, as a developing country, Indonesia must improve the quality of its human resources.

One way to improve Indonesia's human resources is to improve the quality of Indonesian education as early as possible starting from playgroups/PAUD, kindergarten, elementary, junior high school, high school/vocational school to tertiary institutions. However, it also has to improve the quality of non-academic skills training.

At this time education in Indonesia is still so sad and depressing that many things must be repaired, starting from early childhood education to tertiary institutions. Things that must be improved, namely: first, the curriculum. The curriculum in Indonesia forces too many students to memorize material even with explanations and only imagining, there is still too little practice that makes it difficult for students to understand what they are learning. Second, are facilities that are still not evenly distributed in all regions in Indonesia. It is not easy to provide adequate facilities for more than 17 thousand Indonesians, especially in remote areas, but at least education in Indonesia must have sufficient facilities to support the quality of education and help the development of the Indonesian state.

Third is the low quality of teachers in Indonesia, there are still many teachers who do not have good teaching skills because many Indonesian people still do not appreciate the profession of teacher teaching and there is still a lack of government appreciation for teachers in Indonesia.

Currently, education in Indonesia has received a bit of fresh air due to several declarations and policies from the government such as quality development policies and increasing the number of SMKs in Indonesia which makes students more skills and adequate practice as well as in SMA with the enactment of the 2013 curriculum makes students able to explain himself what he learns so that students are required to fully understand not to memorize the material in full.

More and more facilities are being distributed to remote areas to improve the quality of schools and of course also to improve the quality of the human resources themselves. Likewise, improving the quality of teachers and instructors by attending seminars and training to increase teachers' abilities in teaching and understanding the condition of their students. Then the declaration of a teacher welfare policy made me more and more interested in serving as a reliable teacher to make other teachers feel the need to develop in tortoise their competitiveness.

The dimension of managing teaching programs involves working with teachers in curriculum and instruction. Among the tasks are supervising and evaluating classroom instruction consisting of supported learning materials, monitoring class instruction through informal visits to classes, and coordinating classroom practice according to the school goals set in the first dimension. Curriculum coordination tasks refer to activities that allow staff to work together and formalize the teaching standards that have been set and achievement tests have been prepared (Ismail et al., 2018).

Leadership strategies for learning leadership to run effectively include (1) exemplary; (2) learning in class and outside the classroom; (3) conducive climate; (4)

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conducive culture; (5) strengthening the leadership of the school principal; (6) the principal becomes a model; (7) lots of discussions with teachers about improving the quality of learning; (8) assist teachers; (9) setting quality objectives; (10) creating a program for implementing activities to achieve quality objectives; (11) monitoring and evaluation (money) of program implementation; and (12) following up on money results (Usman, 2015; Sisman, 2016).

Principals have certain qualifications as instructional leaders. Principals must know about new learning and teacher strategies, explain effective teaching strategies for different age groups, develop staff and guide them in teaching, assess the curriculum taking into account student learning outcomes, make evaluations on whether goals are achieved or not, inform staff about this evaluation, understand the importance of students learning, monitor the achievement of goals, and guide students (Parlar & Ramazan, 2017).

Learning leadership provides services for students in developing potential qualities and skills to face changing challenges of the times, especially in the field of education. The main goal of instructional leadership is to be able to facilitate learning to experience increased learning achievement. Learning leadership is a leading process carried out by the principal through teaching staff to students, this is in line with the view of Bush & Glover (2003) that the leadership process focuses on the process of teaching, learning, and teacher behavior. In other words, learning leadership is leadership that focuses on improving the quality of student learning through the role of the teacher. Implementation of instructional leadership places more emphasis on aspects of components in learning such as system development, curriculum structure, and content, assessment of learning outcomes, assessment of teacher skills development, learning services, learning methods, and media as well as learning facilities and infrastructure.

The results expected from the application of learning leadership include: (1) empowering and facilitating school members to continue learning and being independent; (2) giving each school member responsibility for the process and results of performance; and (3) building teamwork for school members so that commitment to continuous improvement in improving school quality. In line with the view expressed by Blase & Blase (in Usman, 2014) there are three aspects of the effectiveness of learning leadership, including: 1) streamlining discussions with teachers; (2) streamlining the continuous development of teacher professionalism; and (3) streamlining the teacher's role in the learning process. In other words, the teacher acts as a model in the learning process in the classroom which is intended to improve the quality of student learning.

Principals have a major impact in improving the quality of teacher professionals to encourage and build creative, innovative, and professional teacher creativity, learning leadership places teaching staff as the main component of student achievement. Lingard, et al., (2003) grouped several implementation strategies in learning leadership for developing teacher abilities for student learning success, including (1) direct observation in conducting assessments; (2) teacher coaching meetings regarding the information on evaluating learning outcomes; (3) involving teachers in education training, seminars, and upgrading; and (4) activating Subject Teacher Deliberations (MGMP) activities to assist teachers in doing problem-solving in teaching.

### METHOD

This research uses a qualitative method because this research seeks to explain the implementation of leadership in the educational organization of SD Negeri 020619 Binjai.

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The research data was collected using the documentary method. The data analysis technique used is the data analysis technique model proposed by Miles and Huberman (1992). Miles and Huberman (1992) state that activities in qualitative data analysis include: (a) data collection, (b) data reduction, (c) data presentation, and (d) drawing conclusions and verification.

### RESULT AND DISCUSSION

The definition of school is an educational institution that is informal, non-formal, and formal which aims to guide, foster, and provide various kinds of lessons regarding general knowledge and character education. Schools in Indonesia were established by public and private agencies that provide a variety of positive activities.

Interview result to Ferry Effendy and Makhfudli the school can be defined as playing, socializing, creating, and of course learning and sharpening the brain. Schools are not only about learning, but schools also aim to foster and guide their students. In addition, schools also have an important role in educating students about health and fitness. In the organizational structure of the school, the top leader is the principal who leads the organization so that it can run effectively and efficiently. The principal together with educators and education staff work together to advance education in the elementary school education unit (Interview, P-1 and 2).

The principal is a leader in the school. In the context of educational organizations, educational leadership is defined as a process of influencing to move educational implementers so that predetermined educational goals can be achieved effectively and efficiently. Leadership simply is the ability of a person to influence others.

The principal is a leader in the school. In the context of educational organizations, educational leadership is defined as a process of influencing to move educational implementers so that predetermined educational goals can be achieved effectively and efficiently. The success of educational institutions is very dependent on the leadership strategy used by leaders. Why is that? Because he is a leader in his institution and must be able to bring his institution to achieve the goals that have been set.

Interview result, the school principal carries out managerial activities in the form of making educational decisions, exemplary, communication, motivation, and providing direction to teachers who will also determine the future of students at school. To break the chain of transmission of Covid-19, the government changed the education system, which was originally a face-to-face learning process in schools, to learning from home.

Leadership plays an important role in influencing the quality of teaching and learning in education...the role of learning leadership in education is to increase teacher professionalism and improve the quality of learning in schools by realizing an increase in student learning outcomes. The principal's instructional leadership behavior consists of characteristics such as supervision and evaluation, curriculum coordination, and monitoring of student development (Interview, K-4).

The principal as a leader in the school is expected to be able to create an effective atmosphere and environment. The effective environment in question is an environment that supports increasing the quality of student learning and improving the quality of teachers. Through instructional leadership the principal, al can focus on his goals in achieving optimal student learning goals.

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Through the leadership of school principals in their education units, it is hoped that they can improve the quality of teacher professionalism, and increase motivation, innovation, and teacher creativity for the main goal of achieving student achievement.

To define the school's mission, school planning leaders aim with staff and parents to determine areas for improvement in the school in addition to setting goals for each area. The aim of promoting a learning climate in schools is a way for leaders to share the importance of the common goals of schools with staff, parents, and students. This can be achieved through formal and informal communication to achieve a conducive school climate in supporting student learning.

Teachers are educators and teachers in early childhood education through school or formal education, basic education, and secondary education. Such teachers must have some kind of formal qualification. In a broader definition, anyone who teaches something new can also be considered a teacher

What is meant by a teacher? In general, the definition of a teacher is a professional educator who educates, teaches a science guide, trains, provides assessments and evaluates students. The definition of a teacher is someone who has devoted himself to teaching science, educating, directing, and training his students to understand the science he teaches.

In this case, the teacher does not only teach formal education but also other education and can become a role model for his students. From this explanation, we can understand that the role of the teacher is very important in the process of creating a quality next generation, both intellectually and morally. According to teacher's, educators or teachers are people who are responsible for assisting students in developing both physically and spiritually.

Meanwhile, according to teacher's, the notion of a teacher is a person who facilitates the process of transferring knowledge from learning resources to students. Referring to the understanding of the teacher above, an educator or teacher has the duty and responsibility to teach, educate, and train students to become quality individuals, both intellectually and morally. Some of the teacher's main tasks are as follows:

1. Teaching Students. A teacher is responsible for teaching science to students. In this case, the main focus of teaching activities is on intellectual matters so that students know about material from a scientific discipline.
2. Educate the Disciples. Educating students is different from teaching science. In this case, educational activities are aimed at changing the behavior of students for the better. The process of educating students is a more difficult thing to do than teaching science. In addition, a teacher must be able to be a good role model for his students so that students can have good character according to the norms and values that apply in society.
3. Train Students. A teacher also must train his students to have basic skills and prowess. If in public schools the teachers train students on basic skills and abilities, then in vocational schools the teachers provide advanced skills and skills.
4. Guiding and Directing. Learners may experience confusion or doubt in the teaching and learning process. A teacher is responsible for guiding and directing his students to stay on the right track, in this case, according to educational goals.
5. Giving Encouragement to Students. The last point of a teacher's job is to encourage his students to try hard to be more advanced. The form of encouragement given by a teacher to his students can be in various ways, for example by giving gifts.

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When you first enter work, you see that the organization is experiencing problems, work motivation, satisfaction, and public trust (including organizational members) are very low in the organization. What should you do related to the educational leadership that you will do?

What will the principal do with the problems encountered when he first enters work with very low work motivation, satisfaction, and public trust in school organizations (Principal Interview, K-7)

The principal as a learning leader is certainly responsible for improving student learning outcomes, so learning leadership is said to be effective and closely related to leadership by improving and holding meetings with teachers in solving problems in the learning process. Principals, classifies the role of learning leadership effective, including the principal's role: (1) supervising teacher performance; (2) providing an assessment of teacher performance; (3) supervision; (4) developing teacher professionalism; (5) increasing teacher professionalism; and (6) coordinating effective learning. In addition, teachers suggests that school principals take their role in managing effective learning leadership, including (1) demonstrating exemplary attitudes in action and behavior for school members in achieving the school's vision and mission; (2) improving academic quality teachers; (3) strengthening the role of the teacher's work group; (4) monitoring the learning process and planning corrective action efforts; and (5) fostering teachers who experience difficulties in the learning process. The school principal seeks to effectively conduct dialogue and discussion to develop teacher professionalism on an ongoing basis, monitor the learning process in class, and serve teachers in using learning infrastructure. According to principal, effective learning leadership includes a synergistic relationship between internal and external school factors, instructional leadership is a multidimensional construct of school principals in organizing and coordinating school members. Principal leadership is a strategic aspect of teaching and learning activities, the dominant role of the principal is to encourage innovation efforts in the learning system in schools.

To Increase Teacher Work Motivation what the principal must do is

1. Through teacher meeting activities the principal motivates the teacher's work by providing work motivation previously the principal must know the background of the teacher who teaches at the school;
2. Through the arrangement of the distribution of teacher tasks according to the educational qualifications of experience, disciplines, and age of the teacher;
3. Setting a very conducive work atmosphere that is relevant and acceptable to the existing conditions and situations;
4. Providing essential work motivation when it is necessary to hold a meeting if necessary personally communicate to the teacher;
5. Discipline for learning activities in schools and all class administration;
6. Award giving;
7. Increasing the development of learning resource centers, training or teacher training regularly;
8. Principals must be able to build good work synergy and communication between; and
9. Picnic for teachers (Principal Interview, K-6)

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### **Building public/community trust in schools, among others by:**

1. Transparency in the implementation of education is an effort made by schools to provide space for the public to access information about the implementation of education in a school. Transparency is important in two aspects, building public trust in schools and exemplifying openness to students and the community. In an effort, schools need to provide information to the public about "what and how" the educational process has been, is being, and will be implemented. In this way, the community can provide an assessment of the school's credibility and at the same time can predict what the school will do for the students entrusted to it. Many facts prove that schools that are experiencing decline are schools that are too closed and do not provide opportunities for the public to know what the school is doing.
2. Schools must provide as much opportunity as possible for students to develop their talents through extracurricular activities in the arts, sports, and, literacy development, the output of which can produce good achievements for students and can increase trust in the community who have entrusted their children to be educated at school.
3. Publish students who have successfully entered their favorite schools at Binjai City Public Middle School and distribute assistance to underprivileged and outstanding students.
4. Hold regular meetings with the community through the school committee regularly about the school's mission and vision and school programs specifically for the progress of students.

### **CONCLUSION**

The school principal as a learning leader is certainly responsible for improving student learning outcomes, so learning leadership is said to be effective and closely related to leadership by improving or holding meetings with teachers in solving problems in the learning process.

Through teacher meeting activities the principal of the school motivates the teacher's work by providing previous work motivation the principal must know the background of the teacher who teaches at the school. Setting a very conducive work atmosphere that is relevant and acceptable to the existing conditions and situations. Principals must be able to build good work synergy and communication between teachers and picnics for teachers

Transparency in the implementation of education is an effort made by schools to provide space for the public to access information about the implementation of education in a school. Transparency is important in two aspects, building public trust in schools and exemplifying openness to students and the community. to build trust, schools need to provide information to the public about "what and how" the educational process has been, is being, and will be implemented.

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