

The development of a school principal leadership model oriented towards professional performance.

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Abstract. A leadership model for school principals that is oriented towards professional performance can enhance the quality of education and requires support from high-quality human resources. The development of human resources is a process of enhancing individuals' abilities to compete in the current era of technological advancements, known as the Industry 4.0, in order to improve the quality of education. Leadership models come in various styles, and one of them is the ACL (Action Centered Leadership) style. In this research, a qualitative approach with weighting was used. Data was collected through observation, documentation, and questionnaires. The data analysis in this study involved analyzing the development of a school principal leadership model using the ACL leadership style. The indicators included discipline, teamwork ability, collaborative cooperation, and adaptability in communication. The role of school leadership is crucial in communicating the organizational performance needs of the school and implementing the predetermined school principal's work programs. Effective leadership by school principals is essential in organizing and leading educational institutions.

Keywords: Model Of Leadership; School Head; Professional Performance

INTRODUCTION

Education is one of the most important things in a person's life that will determine the future and direction of one's life. Improving education is the basis of the quality of learning, efforts to improve education are part of efforts to improve human quality, both aspects of personality abilities and responsibilities (Siagian et al., 2023), in improving the quality of education it needs to be supported by quality human resources. Human resource development is a process of improving humans so that they are able to compete in the current era of technological development 4.0 in improving the quality of education. The principal is one of the components of education that plays a role in encouraging the achievement of educational goals in each of these educational units. The success of the quality of education in schools will encourage a quality culture from schools that are led by quality principals. Leadership is also an important element in the school.

According to (Burhanuddin, 2019) leadership is the ability and readiness that a person has to be able to influence, encourage, invite, guide other people so that he receives that influence. According to (Wibowo, 2011) Leadership is a particular type of power relationship characterized by a group member's perception that another group member has the right to prescribe behavior patterns for the former regarding his activity as a group member. group that other group members have the right to

determine patterns of behavior for the former regarding his activities as a member of the group). Based on the opinions of the experts above, it is in line with the leadership objectives of the school principal as a leader who has an important role in increasing the progress of the school.

Principal leadership is one of the factors that can encourage the realization of the school's vision, mission, goals and objectives. Principal leadership has the duty and responsibility to lead schools which have an important role in the success of the learning process and quality of output, the principal is responsible for achieving educational goals in schools, in line with the opinion (Yudiatmaja, 2013) leadership is the ability to obtain agreement on common goals. The principal's leadership model in each education unit can influence and move teams within a school institution. In line with success in every organization there are resources that are able to make a good contribution to realizing a goal that has been determined by the organization itself.

Development of the ACL (Action Centered Leadership) leadership model as an effective leadership framework in helping leaders manage teams and achieve organizational goals (John Adair, 1973). So to mobilize human resources and the potential possessed by school institutions, professional principals are needed in carrying out the functions and duties attached to their positions. This is necessary to encourage and mobilize teamwork in order to achieve common goals in realizing the school's vision, mission,

goals and objectives. . In developing a professional performance-oriented principal leadership model using the ACL leadership style, based on the ACL model, a leader must be able to manage all three aspects well to achieve success, because in the ACL leadership style the success of an organization is the success of a team. As well as depending also on the pattern of leadership from the leadership of the school itself, this research will explore the facts of the performance of professional principals. This aims to develop a model of principal leadership that is oriented towards professional performance.



METHODS

In this study, researchers used a quantitative approach with weighting. Based on the collection of data obtained through observation techniques, documentation and questionnaires. The application of data analysis in this study is to analyze the development of the principal's leadership model using the ACL (Action Centered Leadership) leadership style indicators such as discipline, teamwork skills, collaborative collaboration skills, and communication adaptability. Principal leadership is needed to communicate the needs of school organizational performance in implementing school principal work programs that have been prepared and determined beforehand. Regarding the professional performance of other school principals in organizing and leading school institutions that are led.

One of the important processes in management is leading. Leading is the process of uniting people so that they are willing and enthusiastic about achieving organizational goals (Koontz, 1984). The

leadership in this study is the leadership of the Head of the Puskesmas. Patterns formed from decision making There are various forms of leadership styles including the ACL model. The results of the identification of the ACL model on the leadership of professional school principals show the same pattern. The activities carried out by the principal are felt by the school community through the realization of work programs. This is understood as the influence of the principal's leadership style. Leadership style or leadership model is a manifestation of the behavior of a leader, which involves his ability to lead (Adair, 2004).

The ACL model sees and pays attention to task needs, team maintenance needs, and individual needs (Thomas, 2006). By paying attention to these three needs, the principal can carry out his role as a leader. Based on the results of the study, it was shown that the characteristics of the team and the good performance program were on average the same as the school's organizational performance. The aspect of group development is very important considering that one of the educational missions is to empower and be proactive from school members. This was conveyed in the results of Wong, Carola A., Cummings, Greta G. (2009) research conducted on 17 behaviors of school unit institutional leaders. So that with the development of the leadership of professional school principals, their ability to empower and perform will increase.

RESULTS AND DISCUSSION

The research was conducted at public early childhood education in Bengkulu city, this research was obtained through observation, documentation and questionnaire techniques at public early childhood education in Bengkulu city. Several indicators such as discipline, the ability to work with TEAM, the ability to collaborate collaboratively, and the ability to adapt communication. The following can be seen the results of the research in accordance with the research procedures in the following tables:

Table 1. Respondents Value

NO	I				II				III				IV				V				VI			
1	d1	d2	40	60	d1	d2	30	70	d1	d2	35	65	d1	d2	27	73	d1	d2	30	70	d1	d2	40	60
2	d1	d3	50	50	d1	d3	60	40	d1	d3	50	50	d1	d3	50	50	d1	d3	50	50	d1	d3	50	50
3	d1	d4	60	40	d1	d4	40	60	d1	d4	60	40	d1	d4	35	65	d1	d4	35	65	d1	d4	35	65
4	d2	d3	60	40	d2	d3	65	35	d2	d3	70	30	d2	d3	60	40	d2	d3	55	45	d2	d3	70	30
5	d2	d4	80	20	d2	d4	70	30	d2	d4	60	40	d2	d4	70	30	d2	d4	60	40	d2	d4	50	50
6	d3	d4	50	50	d3	d4	50	50	d3	d4	50	50	d3	d4	55	45	d3	d4	55	45	d3	d4	55	45

Based on the respondent's value obtained, it can be seen in table 4.1 above with a sample of 6 respondents.

Table 2. Individual matriculation of each respondent

I	II				III				IV				V				VI												
	d1	d2	d3	d4	d1	d2	d3	d4	d1	d2	d3	d4	d1	d2	d3	d4	d1	d2	d3	d4	d1	d2	d3	d4					
d1	50	60	50	40	d1	50	70	40	60	d1	50	65	50	40	d1	50	73	50	65	d1	50	70	50	65	d1	50	60	50	65
d2	40	50	40	20	d2	30	50	35	30	d2	35	50	30	40	d2	27	50	40	30	d2	30	50	45	40	d2	40	50	30	50
d3	50	60	50	50	d3	60	65	50	50	d3	50	70	50	50	d3	50	60	50	45	d3	50	55	50	45	d3	50	70	50	45
d4	60	80	50	50	d4	40	70	50	50	d4	60	60	50	50	d4	35	70	55	50	d4	35	60	55	50	d4	35	50	55	50

From table 4.2 it can be seen more clearly the individual matriculation value of each respondent

Table 3. Results of the Average Respondents Matrix

	d1	d2	d3	d4
d1	50	66.33	48.33	55.83
d2	33.67	50	36.67	35
d3	51.67	66.33	50	47.5
d4	44.17	65	52.5	50
JUMLAH	179.51	247.66	187.50	188.33
Jumlah/6	29.92	41.28	31.25	31.39
	d1	d2	d3	d4
HASIL	22.35	30.84	23.35	23.45

So from the distribution of the data as in the table above the researcher can argue that the result of discipline (d1) is 22.35, the ability of teamwork (d2) is 30.84, the ability of collaborative cooperation (d3) is 23.35, and the ability of communication adaptation (d4) is 23.45. then it can be seen the ability of teamwork, seen in criteria d2 with a result of 30.84, which means it can be concluded that teamwork skills are more likely to be used in the principal's leadership style which is oriented towards professional performance.

Based on the results, the researchers can say that d1 on discipline has a result of 22%, d2 on the indicator of the ability of TEAM collaboration with a result of 31%, D3 the ability of collaborative cooperation the results obtained are 23%, and D4 on the ability to adapt communication with a result of 23%, when viewed from the results of the respondents above show that d2 for the ability to work together with TIM has a result of 31%, meaning that it can be perceived that the school principal who runs and leads the school education unit professionally is

in line with the opinion (Northouse, 2018) Effective and efficient leadership will be realized if implemented Based on the functions and objectives that have been set, a leader must try to be part of the situation of the group or organization he leads. Can be seen in the results of the percentage of respondents in Figure 5.1 below:

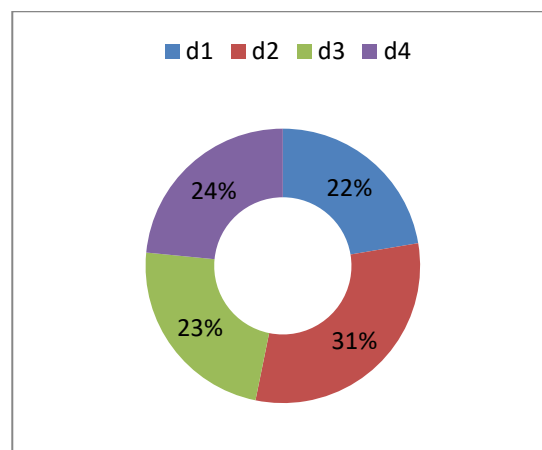


Figure 1. Respondents Results

CONCLUSION

Based on the results and discussion of the development of the principal's leadership model orientated towards professional performance with the ACL (Action Centered Leadership) style indicators such as discipline, teamwork skills, collaborative collaboration skills, and communication adaptability. It can be concluded that the largest value of the indicator is 30.84, the results of the respondents above show that the d2 for TIM collaboration ability has a result of 31%, meaning that it can be perceived that the principal runs and leads the school education unit in a professional manner. Principal leadership is

needed to communicate the needs of school organizational performance in implementing school principal work programs that have been prepared and determined beforehand. Regarding the professional performance of school principals in organizing and leading school institutions that are led.

Human resource development is a process of improving humans so that they are able to compete in the current era of technological development 4.0 in improving the quality of education, therefore a leader must develop a development model according to his conditions.

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