



The Leadership Role of the School Principal in Implementing Policies at MTS Hifzhil Quran

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ABSTRACT

The leadership of the school principal has a very important role in implementing policies. In facing the complex challenges faced by the current education system, effective leadership is the key to achieving the goal of improving the quality of education. In acting as a leader, to be able to influence his elements, the principal must be able to provide an impact that must be respected by the educational implementing components within the educational institution. Therefore, the principal must be able to master the existing competencies of the principal. With this, the research method used is descriptive research, this research is used to be able to obtain a description of the role of the principal in implementing policies at MTS Hifzhil Quran which includes the role of the principal as a policy maker, teachers and students as implementers of the policy results provided by headmaster. In carrying out the duties of the school principal as the highest leader in an educational institution, the school principal does not only play his own role in making decisions or providing policies that will be implemented in the educational institution. With this, the school principal has several member components in determining the policies that will be implemented. Facilitation techniques used to help groups achieve common goals. The facilitator is responsible for building a conducive discussion process so that the group can reach a mutually beneficial agreement. In creating consensus or agreement, holding deliberations to obtain agreement through maintaining character is an important strategy in building consensus because the impact of officials who are able to maintain their own credibility will gain a place in the hearts of the community, the sense of admiration and sympathy shown by the community is the main key to creating agreement.

Leadership, Principal, Policy

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INTRODUCTION

The leadership of the school principal has a very important role in implementing policies. The principal as the main leader in the school

environment has the responsibility to direct, manage and improve education related to the quality of the educational institutions he/she supports. In facing the complex challenges faced by the current education system, effective leadership is the key to achieving the goal of improving the quality of education.

Good school principal leadership must be able to strive to improve teacher performance through capacity building programs for education staff. To be able to start leading well for a leader is to have compassion or love for what he leads. By possessing this characteristic, leaders will make human resources the most important and main asset that is unmatched by any other asset. With this, the school principal has value and also plays a big role in giving and taking policies in educational institutions related to efforts or ways to be able to realize the vision, mission and also the goals of educational institutions based on Indonesian education. (Ali Imran, 2008)

One of the current policies, the Ministry of Education and Culture has issued a policy called Freedom of Learning. This is as stated in the Merdeka Belajar program policy Episode 15 yesterday with the introduction of a new curriculum, namely the Merdeka Curriculum. The concept of Independent Learning in the Independent Curriculum is an educational transformation to produce a superior generation. This is in accordance with the opinion that Merdeka Belajar is a program to explore the potential of educators and students in innovating and improving the quality of their learning. In line with the opinion above, the Independent Learning policy can help educators and students become creative, innovative, independent in thinking, and happy in carrying out the learning process in the classroom.

According to Wirawan and Suryadi, the leadership of the school principal has a significant impact on education quality management. School principals who have strong leadership competencies are able to inspire and motivate teachers and school staff to achieve the set educational quality targets. In this research, they found that the visionary, innovative and collaborative leadership of school principals contributed positively to improving the quality of education. (Hardjosoedarmo, 2023)

The principal plays the main role in policy making, and teachers and students are the implementers of existing policies in educational institutions, so that by making policies that will be implemented by educators and students in educational institutions, they are able to have an accurate impact on educational institutions to be able to achieve the vision and mission goals of education.

The role of the principal is the highest reference that must be able to be handled by the principal as the highest leader and has broad authority for the sustainability of the educational institution. In this case, this research examines the "Leadership Role of the Principal in Implementing Policy" to be able to provide a big impact and influence. towards the sustainability of educators and students in educational institutions.

RESEARCH METHOD

Before the research began, the researcher asked for participants' consent through a letter of recommendation from the researcher for participants regarding their willingness to be involved in this research. Researchers explain the research objectives, research methods and possible risks that may be experienced. (Strike & Egan, 2009) The participants involved expressed their willingness to take part in a series of interviews to share their experiences and leadership roles in implementing education related to the focus of this research, so that this information could be used as data obtained from the participants. To protect participant privacy and maintain research ethics, the researcher did not mention the participant's full name or university name.

The research method used is descriptive research, this research is used to be able to obtain descriptive information regarding the role of the principal in implementing policies at MTS Hifzhil Quran which includes the role of the principal as a policy maker, teachers and students as implementers of policy results provided by the highest leadership of a secondary educational institutions called principals

Descriptive research is research that aims to accurately describe certain characteristics of an individual, situation, symptom or group, or to determine the frequency of relationships between a symptom and other symptoms in society. The approach used in this study is a qualitative approach. A qualitative approach is an approach that translates basic interpretive views, namely that social reality is subjective and interpreted; humans create a series of meanings in living their lives, which are inductive, geographical, and not value-free. Research aims to understand social life.

Interviews or descriptives are a process carried out in this research by following a socio-cultural theoretical framework to explore the experiences of school principals in making and implementing policies in educational institutions. This descriptive/interview research technique or method allows researchers to explore participants' activities, experiences and opinions in their own language.

RESULTS AND DISCUSSION

Principal leadership is the ability and readiness of the principal to influence, guide, direct and mobilize school staff so that they can work effectively in order to achieve the educational and teaching goals that have been set, or it could be said that the assistance provided by the principal to determine the achievement of the goals. education.

In carrying out their duties, school principals have 6 main duties and functions, namely 1) as an educator; 2) manager (manager); 3) administrative manager (administrator); 4) supervisor (supervisor); 5) leader (leader); 6) reformer (innovator); and 7) driving force (motivator). Paying attention to the main duties and functions, the role of the school principal is very important and strategic in implementing applicable policies.

In carrying out the duties of the school principal as the highest leader in an educational institution, the school principal does not only play his own role in making decisions or providing policies that will be implemented in the educational institution. With this, the school principal has several member components in determining the policies that will be implemented. In the results of interviews conducted by researchers, participants conveyed the involvement of several parties in the policy making that was carried out. The principal of MTS Hifzhil Quran gave his statement "Before determining a policy that will be implemented in this school, we need to know the nature of this policy making, where there are 2 things that this policy making is done, the first is a policy that is indirect or ongoing. needs to be considered and discussed, and secondly, policy making must be carried out directly or absolutely spontaneously from the school principal himself."

Participants provide a flow or scheme in policy making carried out at the MTS Hifzhil Quran school using direct or indirect policy making so that the determination of this policy is able to have an influence on the implementation of a policy that is implemented.

Another explanation that the participant put forward provides a realm of understanding that begins to lead to an understanding of policy making carried out by the school principal in making policy, he said "There are several stages in determining policy in this school, the first of which, if taken from the perspective of policy determination, must be based on the results of deliberation What we do, we must also be able to consider the role of teachers and students in policy making. What we most often use are teachers and school principals in setting policies. So that policy formulation in an educational institution is able to comply with existing regulations and can be heeded by those who implement the policy."

The method put forward by the principal of MTS Hifzhil Quran provides learning in making decisions as a leader using the deliberation method so that all elements in the educational institution are able to provide arguments and opinions. The deliberation method used is an attraction for researchers in exploring this discussion, the leadership role of school principals in implementing policies in schools.

The principal of MTS Hifzhil Quran uses facilitation techniques to help groups achieve common goals. The facilitator is responsible for building a conducive discussion process so that the group can reach a mutually beneficial agreement. According to Robbert Cserti, CEO of SessionLab, the meaning of facilitation is the art of leading people through a process toward an agreed goal in a way that encourages participation, ownership, and creativity by everyone involved. (Safithri, 2011)

There are many methods used by the leader of MTS Hifzhil Quran in observing and also understanding further in order to take and implement policies that will be implemented in educational institutions, he said " There is a case study first about how a problem that has arisen in the past was faced and handled so that we can draw conclusions so that this policy can be accepted by implementers, namely educators and students. This can be historical or hypothetical, but must relate to the participants' actual experiences. "

Moving on before this question is examined in the future, the method of deliberation carried out by the principal is the special finding which can be concluded that in creating consensus or agreement, holding deliberations to obtain agreement through caring for character is an important strategy in building consensus because of the impact of the apparatus being able to maintain self-credibility, will get a place in the hearts of the people, the feeling of admiration and sympathy shown by the people is the main key to creating an agreement.

And in forming this consensus, group discussion becomes a discussion of a topic by exchanging ideas between two or more people, in small groups, which is planned to achieve certain goals. This method can build an atmosphere of mutual respect for differences of opinion and also increase the participation of participants who have not yet spoken much in wider discussions. The aim of using this method is to develop a common opinion or agreement or to find the best formulation regarding a problem. After the group discussion, the process continues with a plenary discussion. Plenary is a term used for class discussions or general discussions which are a continuation of the group discussions that started with presentation of group discussion results. This can create familiarity

and various ideas so that the role of the school principal in deciding on a policy is easier and more controlled.

In the process of implementing training or meetings that emphasize the active participation of participants and open dialogue, teaching experience is not enough to only use one method (for example lectures), but it is also not necessary to use all training methods. The important thing that needs to be considered when using training methods is whether the training methods and steps are in accordance with the existing training flow, support output, and can maintain participants' attention and readiness to learn and the attractiveness of the training or vice versa. (Engel, 2014).

The meaning of consensus or agreement on a policy is certainly inseparable from the order, togetherness and order that exist in social life, namely by viewing human behavior as a community that always lives in interdependence with one another. In order to maintain peace and order in life, deliberation is necessary in deciding and finding solutions to life that involve mutual interests. This approach, for reasons that will be explained later, is called consensus theory. The key process that this theory emphasizes is called socialization. This term refers to the way humans learn certain behaviors in order to understand each other's differences. (Priscilla Kartika Hadi, 2018).

After there is a consensus or agreement that has been decided in deliberation, the school principal is able to provide results and also determine a policy that will be implemented by the educational institution. There are several examples given by the principal of MTS Hifzhil Quran "Examples such as rewards and punishments that we apply when students and educators violate the rules that we have set at the beginning, such as children who skip lessons and teachers who are late coming to school, we will give a punishment where we have agreed on this punishment at the beginning, and vice versa, when a child can provide an achievement or a teacher who has competence in both intellectual and non-intellectual fields, we will give rewards so that this can be used as motivation and also an attitude of respect towards educators and learners. With this, students or other educators are able to be motivated and also continue to compete in providing achievements."

Implementation of this policy is carried out in various places and situations. The school principal, who has full authority in making policy, must be able to coordinate and collaborate with the parties concerned so that this policy can have an influence on individuals, groups and institutions.

In the implementation carried out by the principal of MTS Hifzhil Quran, in his understanding, he gave the statement "In the implementation, I as a conveyor or providing information after deliberation, what we do is using the

lecture method, for the implementation we use the morning assembly time to inform a policy both to educators and learners."

With this, the principal of MTS Hifzhil Quran provides ideas and leadership techniques that he has so that the application and implementation of policies can be carried out by educators and students as well as all elements in the educational institution or school, so that the vision and mission objectives are gradually achieved. from a school can be realized together.

CONCLUSION

This policy must be able to provide an impact that must be respected by the educational implementing components in educational institutions. Therefore, the principal must be able to master the existing competencies of the principal. Leadership attitudes are the main topic in this discussion and it can be explained that leadership greatly influences an educational institution in improving the quality of education. Thinking critically and responding quickly and swiftly are the duties and responsibilities of the highest leadership in educational institutions or often called school principals.

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