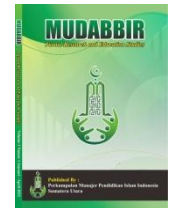




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HEALTHY PRINCIPAL LEADERSHIP CONCEPTS

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ABSTRACK

One of the goals of a healthy principal's leadership is to produce graduates who have achievements on a national and international scale. Therefore, healthy school principal leadership is influenced by the education system that supports it. In writing this article, we will discuss the characteristics of a healthy school principal's leadership and its role in the school, the method used is literature study. The findings from this research are to ascertain the characteristics and role of a healthy school principal's leadership, especially for school empowerment. The characteristics of healthy leadership behaviors that can encourage an effective school sustainability process include having visionary thinking, strong self-confidence and trusting others, strong will, courage and consistency. The role of leadership is very necessary in supporting the process of improving the quality of education, the behavioral characteristics shown by leaders will be able to influence and move individuals or groups in the organization they lead.

Keywords: *Leadership, principal, healthy*

INTRODUCTION

Healthy school principal leadership is sorely missed by the government and society because healthy school principal leadership will produce graduates who have achievements on a national and international scale. Graduates with national and international achievements must have the ability and skills to be able to invent new things that can be used for the benefit of the wider community.

To create graduates who have the above characteristics, healthy school leadership is needed where the principal has the characteristics of visionary leadership behavior, strong self-confidence and trust in others, showing self-sacrifice, strong will and consistency. Therefore this paper will discuss the characteristics of a healthy school principal's leadership and its role in the creation of graduates on a national and international scale.

METODOLOGY

The writing method used in this paper uses a descriptive qualitative method with a literature study approach. Review books and journal literature in accordance with the theories discussed, especially in the scope of Islamic Education Management. In qualitative research, the use of literature reviews must be consistent with methodological assumptions. This means that it must be used inductively so as not to direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is its exploratory nature (Limakrisna, Ali. 2017).

FINDING AND DISCUSSION

Healthy principal leadership provides an opportunity for schools and their members to function optimally, work productively, be passionate, energetic, enthusiastic and able to continue to grow. Therefore this leadership concept needs to be developed. The following are the characteristics that we can find in the concept of healthy school principal leadership.

1. Visionary Principal Leadership

Visionary leadership is a leadership style that sees a vision ahead and takes steps to make it happen. Visionary leadership is a leadership profile that is seen as capable of implementing adaptive organizational performance and always anticipating future changes. On that basis, the visionary leadership of the principal is the best solution for school development. The concept of visionary leadership refers to the theory developed by Nanus (1992) which argues that this visionary leadership works on four pillars, namely: (1) direction setting that directs the behavior of subordinates in the desired direction; (2) agents of change who stimulate changes in the environment and a clear and rational work agenda; (3) a spokesperson who convinces people in internal groups to gain access from outside, introduces and socializes organizational excellence and vision that has implications for organizational progress; (4) a coach who is patient and becomes a role model so as to inspire, help subordinates learn and grow, build confidence, help improve their ability to achieve the vision constantly.

Tasrim's (2011) research on visionary leadership in effective school change processes (Multicase Study in three elementary schools in Kota Bunga) provides several insights. First, visionary leadership in vision education is based on the leader's personal

values and core values from within the organization creating a clear direction for the organization based on several considerations. Second, visionary leadership in the vision transition period is realized through (1) articulation efforts, communication of vision, mission, organizational goals, goals, intensity, goals; (2) identify areas of change that must be improved by restructuring. Third, visionary leadership with the realization of the vision is carried out through: (1) professional development in the teacher recruitment process, internal training, external studies, mentoring and postgraduate studies; (2) cultural development involves building involvement, developing cultural systems, and socializing cultural systems.

So, we can conclude from some of the literature that has been stated above that visionary leadership played by school principals makes a positive contribution in increasing empowerment in schools such as: determining direction, changing genes, and training.

2. Strong Self Belief and Trust in Others

Leadership is a process by which individuals influence groups to achieve goals. Great teams have the same goals, cooperation, good communication, and commitment (Maxwell, 1997). In principle, leadership cannot walk alone. Leadership comes from working with other people. Without other people there is no leader. So management is not a one person job, but a team effort.

The movement of management activities does not always occur from top to bottom, but also management from the side, namely building teamwork. Anne Cummings, a management professor at Wharton University, agrees with Useem that all employees can be leaders. According to Cummings, all employees should practice "horizontal leadership." Jack Welch also agreed, the legendary head of the world's giant GE. Welch says that running a large, successful company requires a great team that can work together, trust, and respect one another. Without these three qualities, it is difficult for a company to improve its performance so that it can work as well as possible in an increasingly competitive business environment.

"You can't do it alone" is the mantra of the exemplary leader and this statement holds true. Great things cannot be accomplished alone. Collaboration is an advanced skill that enables other teams, partners and alliances to work together effectively. Collaboration is only sustainable when leaders cultivate interdependence - the feeling that we are solving problems together. Great achievements can only be achieved by working groups. No one can do it alone. Progress in any organization is largely determined by the performance of a solid team.

Sports games from badminton to football. Everything, if you hear it, is a team effort with people who contribute to the success of the birth of a sports star, which is the result of individual contributions in different roles.

3. Courage in the Soul of Leadership

Courage appears in every aspect of leadership practice through various characteristics (aspects) of courage in physical and non-physical. Courage is an important quality of leaders to set impressive visions and achieve extraordinary results (Kamil, et al. 2017). According to Webster's New Collegiate Dictionary (1973) courage is defined as the mental or moral strength to dare, endure, and endure danger, fear, or difficulty. Courage is the ability to act in spite of doubts or fear. Courage means accepting responsibility, being able to go against the grain, break with traditions, reduce boundaries and initiate change.

In addition, it means pushing beyond our comfort zone, asking for what we want and saying what we think, and going against what we believe (Daft, 2005). Effective leaders must dare to face difficult situations and accept responsibility for the results of decisions and actions. It's not hopeless and it's not stubborn. Leaders will work with others, but if they don't have the courage to express their own ideas and feelings, they will be unfair to themselves and their employees. Courage is not a value such as love or loyalty to others, but is the foundation of all values (May, 2012).

Courage is the foundation of physical and non-physical values that increase human capacity to reach the maximum limit to do something in risky and difficult conditions. Courage is often considered a foundational human value that influences all other values positively to enhance their effectiveness. Courage is the essence of leadership. That is, it is an essential component of the key activities of effective strategic leadership. Courage allows all values to work optimally like the heart in the human body which pumps blood to all parts and allows the whole body to function effectively (May, 2012). The characteristic of courage gives the leader maximum power to use every part of the strategic leadership process effectively.

4. Strong Willed Leadership

Pidarta (2009) states "leadership is like the blood of an organization, because it is in all school activities, including in making contact with the community". Wahjosumidjo (2005) argues that: The word "lead" has the meaning of providing guidance, guiding, directing and leading (precede). Leaders behave to form an organization with maximum ability to achieve goals. Leaders do not stand aside, but they provide encouragement and spur (to prod), standing in front which makes it easy for progress and inspires the organization in achieving its goals. Leadership is an important force in the framework of management, therefore, the ability to lead effectively is the key to being an effective manager. The essence of leadership is following (followership), the willingness of other people or subordinates to follow the wishes of the leader, that is what causes a person to become a leader.

In other words, leadership will not be formed without subordinates. The embodiment of national leadership, namely Pancasila leadership, is a potential or power capable of empowering all the resources of society. Principal leadership is also one of the embodiments of national leadership, namely Pancasila leadership, a potential

or power capable of empowering all community and environmental resources inspired by the Pancasila precepts to achieve national goals, in certain situations. Koontz in Wahjosumidjo (2005) argues that the principal as a leader must be able to: a) Encourage the emergence of a strong will with enthusiasm and confidence in teachers, staff and students in carrying out their respective tasks. b) Providing guidance and directing teachers, staff and students as well as providing encouragement to spur and stand in the front for progress and provide school inspiration in achieving goals.

From some of the literature above we can conclude that the principal as a leader must be able to have a strong will in managing the scope of the school, be able to provide guidance and supervision, increase the willingness of educators in the learning process, and carry out reciprocal communication between leaders and subordinates and delegate assignments to subordinates who have the ability and willingness to work.

5. Consistent Leadership

Every leader must have a unique leadership style based on different personalities and personal values. However, there is one thing that unites every successful leader. We have high self-esteem. Knows how to approach and build relationships with his subordinates, knows their weaknesses, knows how to overcome them, for example by finding people who can complement the team's performance optimally. This self-awareness is real a being a driving force for the consistency of a leader because he is aware of what has been promised and what has been achieved. He realized that he would always be in the spotlight of his employees (Sahadi, et al, 2020).

Consistency is the trait that has had the greatest impact on most of the world's leaders. Several studies have found that followers value and admire consistent leaders more than those who do not. Because consistency means followers know the final direction they will reach if they work together. The statement above is in line with the opinion of Syahril and Dedi in their journal entitled *The Effect of Internal Conflict and Leader Consistency on the Performance of Kopertis Employees Region X West Sumatra, Riau, Jambi and Riau Islands*. They state that consistency is important because it shows people how to act in an organizational context. Because the attitude of a consistent leader will be able to provide firmness in the attitude and behavior of the leader and can be followed by subordinates in carrying out their work.

CONCLUSION

The characteristics of healthy leadership behaviors that can encourage an effective school sustainability process include having visionary thinking, strong self-confidence and trusting others, strong will, courage and consistency. The role of leadership is very necessary in supporting the process of improving the quality of education, the behavioral characteristics shown by leaders will be able to influence and move individuals or groups in the organization they lead.

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