

Transformational Of Leadership And School Management Behavior In Realizing Leadership School In Sman 3 Palembang Sumatera Selatan

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Abstract : *This research was carried out with the aim to determine the leadership model and behavior of leaders in school management to realize a superior school in SMAN 3 Palembang. This research is a descriptive study using a qualitative approach with a case study research design in the sense that research is focused on just one phenomenon that is chosen and wants to be understood in depth. This research was carried out directly using field notes and cameras for documentation. Data collection is done by in-depth interview and observation methods. The results of this study the school principal has implemented the vision and mission in accordance with the leadership transformation model including; a): idealized influence. (b) inspirational motivation. (c) intellectual stimulus. and (d) individualized consideration. School management at SMAN 3 Palembang has been carried out well including: 1) Curriculum Field, 2) Student Affairs, 3) Finance, 4) Personnel Fields, 5) Facilities and Infrastructure Fields, 6) Community Relations, which will bring change into favorite school*

Keywords -School Management, Leadership Transformation, Featured

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I. Introduction

Today there is a shift in using something that is the basis for implementing an education management in particular. and management behavior in general. The human relations approach brings the human aspect of management into a focus for an organization, especially in educational organizations. If we simply interpret management science, management education can be defined as the art and science of managing educational resources to achieve effective and efficient educational goals.

Management is generally based on technical and bureaucratic approaches. This approach has succeeded in pushing a corporation to move systematically and bring financial benefits to the related company. But at the same time it has a psychological and cultural impact on the continuity of the human being as a perfect. That approach turns out to have placed humans like robots that move physically and mechanically programmed. But he has lost his vision of humanity as a creature who has free will or choice who has human rights who must get the proper appreciation. He became alienated from being unclear in the midst of the flow of human relations. and has reduced its integrity [1].

Leaders (Leadership) are someone who can influence others and have managerial authority [2]. Viewed from the point of view of its function, a manager carries out certain functions and activities in managing other people's work efficiently and effectively, according to Henri Fayol, explaining the five functions of Management, Planning, Organizing, Commanding, Coordinating, and Controlling. Today the function is compacted into four functions, first planning, second, organizing, third, leading, fourth, controlling [3]. The four management functions to achieve the goals and objectives that have been planned for the organization. From the above understanding, it can be interpreted that management education is an administrative activity which essentially is a routine activity of recording, documenting activities, organizing correspondence with all aspects and making reports.

The leader is essentially a person who has the will to influence the behavior of others in his work by using power. According to Stoner, the more resources available to leaders, the greater the potential for effective leadership [4]. Gibson, Ivancevich and Donnelly define leadership as the process, where someone influences others to achieve the desired goals without the type of coercive influence. Leadership is an attempt to use coercive influence to motivate individuals to achieve several goals [5].

Based on the understanding of leadership above, leadership is the process of influencing someone without coercion, creating a vision and turning it into action, and motivating others, and being responsible, giving intellectual consideration and stimulation that is individualized, has charisma and rationalizes the vision to achieve the common goals. Transformative leadership is a very popular leadership model for several years. This is as stated by Stephen transformational leaders. Leaders who stimulate and inspire subordinates to achieve extraordinary results. Leadership that aims to produce a level of business and employee performance that is far better. and trying to instill in it the ability to question existing views and the views held by leaders [2]

Understanding Leadership Transformation according to Flavia Cavazotte, Valter Moreno and Jane Bernado revealed that *“transformational leadership and follower performance The charismatic-transformational approach to leadership has developed based on two seminal perspectives. coined the term transformational leadership. describing such leaders as change agents that elicit and transform followers’ beliefs, attitudes and motivations. These leaders provide a vision and develop an emotional relationship with their followers. increasing the latter’s consciousness and belief in higher goals. above their own interests. The specific behaviors of these leaders are classified into four dimensions: (a) idealized influence. (b) inspirational motivation. (c) intellectual stimulus. and (d) individualized consideration”*[6].

From the above opinion, it can be concluded that transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to its goals. Transformational leaders must also have the ability to equalize their future vision with their subordinates and enhance subordinate needs at a higher level than what they need. A leader must be able to influence his followers so that the goals of the organization will be achieved. Starting from the search results of researchers on the web www.sman3.plg.sch.id. where the website is owned by Palembang State High School 3, on the web researchers see the vision and mission that matches the subject of the researcher.

II. Methodology

This research is a descriptive study using a qualitative research approach using a case study research design. According to John W. Preswell, understanding as a research approach that begins with the interpretation of the theoretical / lens assumptions and the study of research problems that examine how individuals or groups interpret social problems of humanity [7]. The researcher obtained the data in this study by coming directly to the field to observe directly the various activities carried out by informants in the research location and interviewing them in an informal way. The focus of the research centered on Transformational Leadership and Management Behavior in Education Management in the 3 State High Schools in Palembang City.

The collection of data through observation and interviews. In this research. observations that researchers use are participant observation[8]. The interviews used in this study were closed interviews and open interviews. The purpose of this interview is to find problems more openly. where the interviewee is asked for opinions and ideas. Data collection through documentation is also carried out in this study as a set of tools or instruments that guide the collection of document data. The documentation examined in this mini research consists of school profile books, school order books, school activity programs and photos of school activities in Palembang 3 State Senior High School.

Sources of data in this study are the Principal, deputy headmaster of the curriculum, student affairs, facilities and infrastructure, personnel. The data obtained will be analyzed and checking the validity of research results by the method of triangulation. The stages in this study are by 1) the pre-field stage, 2) the stage of field work, 3) the report writing stage.

III. Results And Discussion

a. Transformational Leadership in Palembang State 3 Senior High School Towards an International Superior School.

Based on observational data of researchers in terms of leadership in Palembang State Senior High School 3, every turn of leadership takes action on work programs that are considered to bring school progress in carrying out the school's vision and mission. achieved. Transformative leadership is a very popular leadership model for several years. This is as stated by Stephen transformational leaders. Leaders who stimulate and inspire subordinates to achieve extraordinary results. Leadership that aims to produce a level of business and employee performance that is far better than. and trying to instill in it the ability to question existing views and the views held by leaders [2]. Based on the theories stated above, what is meant by transformative leadership of principals is "leaders who are able to build changes in the body of the school organization in accordance with the values that have been established by empowering the entire school community through directed communication. so that followers can work energetically and focus. so that teaching and learning become transformative. Leadership has indicators: 1) reformer. 2) set an example. 3) encouraging subordinate performance. 4) harmonize the work environment. 5) empower subordinates. 6) acting on the value system. 7) increase the willpower continuously. 8) able to deal with complicated situations [9]. From the theories of Flavia Cavazotte, Valter Moreno and Jane

Bernado; (a) idealized influence. (b) inspirational motivation. (c) intellectual stimulus. and (d) individualized consideration. [6]. Transpormative leadership in the Islamic perspective is a leader who can move people towards long-term change that is truly the best interest. This leadership can also be interpreted as a role and is a process to influence others. The leader is a member of an association that is given a position or mandate that is expected to act in accordance with his position. like the word of Allah SWT in Sura Al-Baqarah ayat 247 :



Meaning: "God gives the government to whom He wills, and Allah is the Most Extensive of His gifts. He knows best [10].

A school principal in carrying out his leadership can take example from the prophet's leadership. this is explained in the Al-Qur'an's surah al-Azab ayat 21 as follows:



Meaning: "There has already been at the (self) Rasulullah a good role model for you (that) for people who expect (grace) of God and the (arrival) Day of Resurrection and He is Allah much" [10]

Role models who exemplified from the Prophet is the nature *sidiq* (true), trustworthy (reliable) sermons (delivered), *Fatonah* (clever) and infallible (preserved from sin). Besides that leadership in Islam has its own characteristics, namely the necessity of a leader in all cases.

In school management the process of institutions that lead and guide the implementation of school work as an organization in realizing educational goals and school goals that have been established. As the responsibility of learning services for students and education personnel, as a technical service the school implements management functions, that is: Planning, school activity programs, organizing, principal schooling, actuating, the entire school system, controlling (controll) [11]. Referring to this principle, school management means the use of school resources through the activities of planning, organizing, mobilizing, supervising functions effectively and efficiently. SMAN 3 Palembang is famous for its excellent schools with international standards. what is currently based on the Education Law has been renamed the Cooperation Education Unit (CEU).

b. Management Behavior in SMAN 3 Palembang As a Leading School.

Based on observational data, researchers in the face of global challenges at SMAN 3 Palembang have prepared themselves from leaders, members of the organization, students and communities in the school environment, as in charge of learning services for students and education personnel, to answer the global challenges of at least the leader functioning school management is good, delivered: planning, school activities, organizing, principal schooling, actuating, the whole school system, controlling.

From the observations of researchers that SMAN 3 Palembang was one of the leaders that I found every change of leader continued the headmaster inherited the previous leadership. Since the decree of the Proporta Provention has become the school of Adiwiyata's flagship school leader Drs. H.I. Gede Mandera with members of the school organization strives to advance and maintain school achievements in National and even International.

From the observations of the leadership researchers above is a model of transformational leadership. Transformational leaders help their followers to identify what must be done to achieve the desired results. So the Classic leadership model used in this study is a transformational leadership model that will apply school management including;

1) Curriculum Management

Curriculum management is the main substance in schools. According to Law Number 20 of 2003 concerning the National Education System curriculum is a set of plans and arrangements regarding the objectives, content and materials and the methods used as guidelines for the implementation of learning activities to achieve certain educational goals. National curriculum that is minimal can basically be modified to serve the needs of students who have extraordinary intelligence and abilities.

In conducting curriculum development there is a management function that can be used including Planning, Development, Application and Assessment that forms an ongoing process called the curriculum cycle. SMAN 3 Palembang has implemented K 13. The development of the 2013 curriculum was carried out due to internal challenges and external challenges (Kemendikbud 2013). Internal challenges related to educational demands that refer to the 8 National Education Standards and factors of Indonesia's population development. External challenges relate to future challenges.

In the K 13 curriculum, the teacher as the spearhead can even be the spearhead and frontline in implementing the curriculum. No matter how good the curriculum is made. if the teacher who runs does not have good skills. then the curriculum will not work well. Teacher readiness in the field will be a determining factor in the implementation of the new curriculum. However comprehensive government planning (curriculum) will ultimately depend on the quality and quality of teachers in the field. The concept of teacher readiness as a teacher's ability and ability to assume responsibility for directing their own behavior. Teachers must always try to adapt themselves to the new curriculum created by the government. Therefore. competency and readiness of the teacher in implementing the regulations and policies for the reform of the education curriculum above need to be considered (the results of interviews with the Deputy Head of the Curriculum section)

2) Student Management

Students or students are the initiating elements of educational activities. Learners are members of the community who try to develop their own potential through the learning process, through the learning process available. through the path. level and type of education. Student management has at least 3 main tasks that must be considered in achieving educational goals, that is new student admission, learning progress activities (including extracurricular activities, Rohis, Scouts, Pasmanta, Perasmadi Art Studio, PMR, futsal). Guidance and coaching discipline before entering class is done by shaking hands with the teacher, reading the Qur'anic verses.

3) Personnel Management

In general, personnel management is part of management that pays attention to people in their work and relationships within the organization. Personnel management can be defined as science and art to carry out planning. organizing. direction and control so that personnel performance can run effectively and efficiently. This is the position of personnel management is the principal.

4) Financial Management

Based on interviews with the finance department, financial management at the Adiwiyata Negeri 3 School in Palembang is a management that deals with the way schools obtain funds, manage funds, record school administration funds, control and control funds. Fundraising at Palembang State Senior High School 3 is an important thing to do considering the source of funds derived from the School Committee and Budget Decisions from the Government will be used routinely for the operational of the school. Therefore, it is necessary to pay attention to the factors of accountability and transparency in every use of finance both from the government, the community and from other sources.

5) Facility and Infrastructure Management

SMAN 3 Palembang is one of the schools that has fulfilled the criteria of this excellent school seen from the Documentation data which includes the feasibility of the building, classrooms, tables, chairs and tools and teaching media. in the school. Management of school hygiene is taken from CV services. so that for maintenance of cleaning the building does not involve students.

c. SMAN 3 Palembang can develop into a superior school in the city of Palembang.

Based on the findings of researchers in Palembang State 3 Senior High School it is said to be a superior school because the school can be developed and managed as well as possible by directing all its components. To achieve better and more capable graduates than other school graduates. Palembang State High School 3 SMA which holds the title of Superior and International Standards among its excellence is stated in the School Vision and Mission. And can rationalize what is in line with the objectives of National Education. The superiority of the school was made a Decree from the Mayor along with the Provincial Education and Sports Service. There are two criteria that are fulfilled and are always updated and continuously developed, namely capability and loyalty [12]. So that it can contribute significantly to school excellence that can only be achieved with the excellence of its students. Judging from the above criteria, those who are said to be superior must meet the criteria, SMA Negeri 3 Palembang fulfills this:

1. School Management

Achieving the objectives of implementing a superior school, school management is needed according to the conditions and situation in which the school is held. For school management, a school principal or leader must pay attention to the informal aspects. symbolic aspects and invisible aspects. To find out the level of quality of learning in teaching and learning activities, it is necessary to know and formulate indicators of quality of learning. Morrison. Mokashi & Cotter in his research have formulated 44 learning quality indicators which are reduced to 10 indicators. The ten indicators of quality of learning include: 1) the physical environment is

able to foster students' enthusiasm for learning; 2) class atmosphere is conducive to learning; 3) the teacher delivers the lesson clearly and all students have the desire to succeed; 4) teachers deliver lessons systematically and focused; 5) the teacher presents the material wisely; 6) learning is real (authentic with the problems faced by the community and students); 7) there is a diagnostic assessment carried out periodically; 8) reading and writing as essential activities in learning; 9) using rational considerations in solving problems; and 10) using learning technology. both for teaching and student learning activities [13].

From the theory put forward by Morrison, Mokashi & Cotter. the ten indicators of the criteria for superior schools in SMA Negeri 3 Palembang have fulfilled this indicator. First indicator, conducive environment and facilities make students learn well. good facilities supportive of the learning system. Second, a learning environment. clean. beautiful and neat make the atmosphere in a comfortable school environment. Third, in conveying teacher learning is in accordance with the K13 curriculum. Fourth, the focus on learning that the teacher focuses on makes students more quickly understand the learning. Fifth, in conveying the material the teacher is wiser. so students feel not tense in accepting the material. Sixth, good learning is carried out by a Senior High School 3 teacher in real terms. that means the teacher of each subject fulfills its obligations. Seventh, the assessment conducted by the teacher in each subject has fulfilled the learning objectives. three aspects of learning goals, that is Cognitive. affective and psychomotor. Eighth, the assignments given by the teacher every subject were well implemented. Ninth. in dealing with problems with students. the teacher can solve it both individually and in groups. Tenth. in conveying the teaching of the teacher already using multi media.

The strategy developed in the use of integrated quality management in the world of education is that educational institutions position themselves as service institutions or in other words become service industries. Institutions that provide services (service) in accordance with the wishes of the customers (customers). Total quality management has been implemented in SMA Negeri 3 Palembang already fulfilling the indicator because it has carried out three stages of continuous quality improvement (three steps to continuous improvement). Three steps to continuous improvement are: 1) full attention to customers. both internal and external customers; 2) process coaching; and 3) total involvement [14].

2. Feature School Criteria

A school can be said a superior school if it has three main aspects that must be fulfilled to become a superior school namely:.

1. Input

Quality input can be seen from brain intelligence (Intelligence Quotient) and emotional intelligence (Emotional Quotien). Besides that spiritual intelligence (Spiritual Quotien) prospective students should be measured when the selection of new students. Therefore. New student selection tests should be able to measure all three aspects of intelligence or even be able to measure a variety of intelligence (multy intelligence). So that New student selection tests are not solely aimed at accepting or rejecting students but far ahead to know the level of intelligence of students. With the data on the level of intelligence of the students, it can be used as a basis for determining the process of development and can even determine the target or direction of education in the future [15].

2. Process

Featured Schools in the teaching and learning process must at least pay attention to the ability of teachers, learning facilities, curriculum. learning methods, extracurricular programs and cooperative networks. among them:

a. Professional Teacher Skill

The teacher competency that allows to develop a superior educational institution, that is: First, competency in subject mastery. Second, competence in learning. Third, competence in mentoring. Fourth, communication competence with students. Fifth, competence in evaluating [15].

b. Learning facilities. Excellent schools must be equipped with accommodate facilities. have facilities and infrastructure that accommodate students to master science and technology.

c. Curriculum. Top schools do not have to use an international standard curriculum. National curriculum with various improvements according to the development needs of students is also quite good.

d. Learning methods. Excellent schools must use learning methods that make students become active and creative accompanied by freedom in expressing their thoughts.

e. Extracurricular program. Excellent schools must have a set of extracurricular activities that can accommodate all the abilities, interests and talents of students.

- f. Cooperation network. The featured school has a good network of cooperation with various institutions, especially institutions that are related to education and the development of students' competencies. With the collaboration with various agencies, it will be easier for students to apply and understand various sectors of life (life skills).

3. Output

Based on the data taken based on the school organizational structure, SMA Negeri 3 School inputs including Human Resources have met the criteria of being a superior school. The number of educators and education 75% of their education has been S2. At the standard of the learning process the teacher is already professional, competent, conducive learning space, in accordance with the curriculum using appropriate learning methods. Schools have also conducted extracurricular programs and held inter-school collaboration later in the art field in collaboration with the tourism agency. The school output is an average of SMA Negeri 3 graduates in state universities such as; Sriwijaya University, Pajajaran University Bandung, University of Indonesia, Bandung Institute of Technology, STAN, Polytechnic, UIN and others.

IV. Conclusion

The implementation of Transformational leadership and management behavior in SMA Negeri 3 Palembang as the featured school. A leader has an important role in facing the global arrival, the more advanced and rapid the development of the world of education, the more must be active in managing management in education. To answer the challenges of globalization, both leaders and students must prepare themselves, especially human resources who must be qualified.

The leadership model applied in SMA Negeri 3 Palembang is a Transformational leadership model. Based on the observations of the researchers, every change of leadership still follows up on the work program created by the previous leaders. Leadership transformation at SMA Negeri 3 as an international superior school. Transformational Leadership applied in State High School 3 Palembang's leading role in the mission of a leader to develop four categories of Flavia Cavazotte's theory. Valter Moreno, and Jane Bernado: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulus, and (d) individualized consideration. Who will bring change.

V. Recommendation

As a school that holds the title of superior in the day-to-day management of the leader gives a positive response, motivation to work well, care for the environment both to subordinates, co-workers of teachers and employees and students, and make changes that continually reach the current leader.

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