



## Leadership Effectiveness of the One-Roof Principal at SDN 10 Kisam Tinggi and One-Roof SMPN Bandar Alam Lama OKU Selatan

Tirta Mulyadi<sup>1\*</sup>, Dasep Supriatna<sup>2</sup>, Mulyadi<sup>3</sup>, Mokhamad Yaurizqika Hadi<sup>4</sup>, Heri Dermawan<sup>5</sup>

<sup>1</sup> Politeknik Pariwisata Batam

<sup>2</sup> STITNU Al Farabi Pangandaran

<sup>3</sup> Universitas Jambi

<sup>4</sup> Pascasarjana Universitas Negeri Malang

<sup>5</sup> STAI Darunnajah

\* Corresponding Author. E-mail: [tirta@btp.ac.id](mailto:tirta@btp.ac.id)

**Receive: 17/07/2022**

**Accepted: 17/08/2022**

**Published: 01/10/2022**

### Abstrak

Tujuan penelitian ini adalah untuk mengetahui bagaimana efektivitas kepemimpinan kepala sekolah satu atap di SDN 10 Kisam Tinggi dan SMPN Satu Atap Bandar Alam Lama OKU Selatan, serta apa faktor penghambat dan faktor pendukung efektivitas kepemimpinan kepala sekolah satu atap di SDN 10 Kisam Tinggi dan SMPN Satu Atap Bandar Alam Lama OKU Selatan. Penelitian ini menggunakan jenis penelitian deskriptif dengan pendekatan penelitian kualitatif. Dalam penelitian ini yang menjadi informan adalah Kepala Sekolah, Wakil Kepala Sekolah, dan Guru. Adapun Teknik pengumpulan data dalam penelitian ini yaitu dengan observasi, wawancara, dan dokumentasi. Sedangkan teknik yang digunakan dalam analisis data ialah reduksi data. Penyajian data, dan penarikan kesimpulan. Hasil penelitian ini menunjukkan bahwa efektivitas kepemimpinan kepala sekolah satu atap di SDN 10 kisam tinggi dan SMPN satu atap bandar alam lama OKU Selatan sudah berjalan dengan efektif. Efektivitas kepemimpinan kepala sekolah diukur dari jumlah hasil yang dikeluarkan, tingkat kepuasan yang diperoleh, produk kreatif, dan intensitas yang akan dicapai. Adapun faktor penghambatnya, yaitu sekolah yang jauh dari kecamatan, susah sinyal, dan yang kurangnya SDM Guru, namun hal tersebut sudah muali teratasi dengan strategi yang dilakukan kepala sekolah. Faktor pendukungnya adalah adanya guru PNS dan Non-PNS, serta sarana dan Prasarana yang cukup memadai untuk proses berlansungnya pendidikan.

**Kata Kunci:** *efektivitas, kepemimpinan kepala sekolah, sekolah satu atap*

### Abstract

*The purpose of this study was to find out how effective the leadership of one-roof school principals is at SDN 10 Kisam Tinggi and One-roof SMPN Bandar Alam Lama OKU Selatan, as well as what are the inhibiting factors and supporting factors for the effectiveness of the leadership of one-roof school principals at SDN 10 Kisam Tinggi and One-roof SMPN Bandar Alam Lama OKU Selatan. This research uses descriptive research with a qualitative research approach. In this study, the informants were the principal, vice principal, and teacher. The data collection techniques in this study are observation, interviews, and documentation. At the same time, the method used in data analysis is data reduction—the presentation of data and conclusion. The results of this study indicate that the effectiveness of the leadership of the one-roof school principal at SDN 10 Kisam Tinggi and the one-roof SMPN Bandar Alam*

*Selatan has been running effectively. The point of the principal's leadership is measured by the number of results issued, the level of satisfaction obtained, the creative product, and the intensity to be achieved. As for the inhibiting factors, namely schools that are far from the sub-district, signal difficulties, and a lack of teacher human resources, however, this has begun to be resolved with the strategy carried out by the school principal. The supporting factors are the presence of civil and non-civil servant teachers, as well as adequate facilities and infrastructure for the education process.*

**Keywords:** *effectiveness, principal leadership, one-roof school*

## Introduction

An organization always faces humans in carrying out its activities. Humans as resources who can continue to develop, with the continued development of humans as a workforce can affect the quality of an organization and human resources (HR) in the world of education [1]. The realization of a developed nation requires superior human resources (HR) [2].

Leadership is a determining factor in the success of an organization in achieving its goals [3]. A school is an organization that carries out an educational activity that requires a principal as a leader [4]. The Principal must influence and mobilize all school residents to work together to achieve a goal [5].

The strong leadership of a principal can determine the School to be an effective organization in achieving its goals. Conversely, weak leadership will continue to be an institution failing to achieve its objectives [6]. Of course, this is not desirable and desirable because schools are institutions that have the mandate to educate a nation [5].

Therefore, education is an effort to educate a nation, and a country will advance if its education is of high quality [7]. Quality education requires quality leadership [8]. Quality leadership is a factor in the success of education in achieving its goals [9].

The effectiveness of the Principal in carrying out his duties is an effort to improve the quality of education [10]. The

Principal is a motivator in carrying out the primary responsibilities of his work as a principal, also acting as a teacher [11]. The Principal must be equipped with quality knowledge to provide knowledge, a good mental personality, and emotional intelligence so that he can have controlled emotions that can influence the effectiveness of leadership and the quality of education in the School he leads [12].

Therefore, the effectiveness of the Principal is a supporting factor in achieving school goals and improving the quality of the School. The Principal is also a motivator in carrying out tasks. The Principal must have quality knowledge and good emotional intelligence so that it can influence the effectiveness of his leadership to improve the quality of the School [13].

To complete or accelerate 9-year compulsory education, the Government has made various efforts, including expanding access and equalizing opportunities to obtain education for children who graduate from elementary schools, for example, by opening a one-stop junior high school education unit or Integrated Basic Education [14].

This education unit is a state junior high school developed and built together and adjacent to optimizing the land of its supporting elementary schools (Remote, Disadvantaged, Frontier, Outermost) areas [14]. The 9-year compulsory education program in Indonesia must be implemented throughout Indonesia, and the goal is that the quality of human resources can increase [14].

So education is essential for every citizen, but not all citizens get an education because of several factors. One of the factors is that they live in remote, isolated areas. Therefore, the Government made a 9-year compulsory education policy by holding a One-Stop School, which is expected to help people in remote regions still get a decent and quality education.

One of the areas in South Sumatra located in the Ogan Komering Ulu Selatan area of Bandar Alam Lama Kisam Tinggi Village is a One-Stop school led by one Principal. The School combines State Elementary School 10 Kisam Tinggi and SMPN Satu Atap.

This School was established in 1986 for the elementary level, and in 2006 a school was selected for the junior high level. One-Stop School was established to make it easier for people to access education from elementary to junior high. And the Principal is headed by one Principal.

As explained by the Principal in question, the Principal of SDN 10 Bandar Alam Lama concurrently serves as the Principal of SMPN Satu Atap Bandar Alam Lama. Because the junior high School was established in the elementary school environment or under the same roof as SDN 10 Bandar Alam Lama, there is a vacancy in the position of Principal in the junior high school.

Therefore, the author is very interested in researching the problems in this case, especially those in Bandar Alam Lama State Elementary and Junior High Schools. Thus, the author formulated the study's title: The Effectiveness of Principal Leadership in One-Stop School Management at SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama Oku Selatan.

## Method

The method used in this study is descriptive research, which is to tell and interpret data related to facts, circumstances, variables, and phenomena that occur during the research and present it as it is [15].

This research uses a qualitative approach. Qualitative research methods are used to examine the conditions of natural objects (as opposed to experiments), where the researcher is a crucial instrument. Data collection techniques are carried out in a triangulation (combined) manner, and data analysis is inductive. Qualitative research results emphasize meaning rather than generalization [16].

The informants in this study are vital and supporting *informants* [17].

1. A key informant is a person who understands the problem to be studied, and in this study, the person who is intended as the *key informant* is the Principal.
2. Supporting informants, namely people considered to know the problem to be studied. In this study, the people referred to as informants are the Vice Principal for Education, parents, teachers, and students.

Data collection in this study focuses on (1). How leadership the Principal applies, (2). Factors supporting the effectiveness of the Principal's leadership, (3). Obstacles the headmaster experienced in his administration (4). The Principal's efforts or solutions in dealing with these obstacles. The data collected in this study used data collection techniques through observation, interviews, and documentation.

The data analysis technique used in this study is the data analysis of the Miles and Huberman model. Data analysis techniques are carried out at the time of data collection and after the completion of

data collection within a certain period [18].

## Result and Discussion

### Principal Leadership Effectiveness

To find out the results of interviews, observations, and documentation that have been carried out by researchers about the effectiveness of the Principal's leadership, researchers use four indicators of energy, namely the number of results that can be issued, the level of satisfaction obtained, innovative products, and the intensity to be achieved [19].

#### 1. Number of Results that can be Issued

The results are in the form of physical programs or activities and the achievement of the Principal's work program at SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan.

Based on the results of interviews, observations, and documentation conducted by researchers, it can be seen that in the Kisam Tinggi sub-district area, there are four one-stop schools, one of which is in Bandar Alam Lama Village, the Principal's leadership in the Effectiveness of Principal Leadership at SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan has been effective with the running of work programs, and students who get a proper education.



**Photo 1.** *The Principal is Carrying Out His Duties*

#### 2. Level of Satisfaction Obtained

This effect can be measured based on the number, quantity, and quality of SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan.

From the results of interviews, observations, and documentation conducted by researchers about the quality of schools, it can be seen that the quality of schools at

SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan is quite good.

#### 3. Creative Products

The innovative product here means that the Principal can create conducive working relationship conditions that will later foster ability and creativity.

From the results of interviews, observations, and documentation conducted by researchers, it is clear that the Principal can create conducive working relationships that foster ability and credibility.



**Photo 2.** *Principals hold Coordination Meetings with Teachers*

#### 4. Intensity to be Achieved

The measure of the effectiveness of the Principal's leadership should be viewed from the achievement of the work program and the level of satisfaction obtained, creating a high working relationship in the School.

From the results of interviews, observations, and documentation about the intensity to be achieved, it can be concluded that the Principal's leadership, which has been running for more than seven years and assisted by the vice principal, teachers, and others, has experienced many improvements, work programs that continue to run, quality that continues to be improved, and continues to evaluate so that the process in the School runs well and brings students to excel.



**Photo 3.** *Student Achievement Results*

### Supporting Factors

The results of interviews, observations, and documentation show that the supporting factors above are sufficient educators and adequate facilities and infrastructure so that the teaching and learning process runs effectively.

### Inhibiting Factors

From the results of the interview, observations, and documentation, it can be concluded that the inhibiting factors above are the location of the School far from the city, the difficulty of signals, and the lack of human resources for educators, these inhibiting factors have an impact, but the Principal has overcome these impacts. For example, regarding the difficulty of signals, the Principal builds a computer room with a call and installed with Wifi. Because of the lack of human resources for educators, the Principal overcomes it by recruiting those who graduated from high school to become teachers at the School. They are supported to continue to the lecture level.

### Conclusion

The effectiveness of the Principal's Leadership in One-Stop School Management at SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan has been running effectively. The effectiveness of the Principal's leadership is measured by the number of results issued, the level of satisfaction obtained, the creative product, and the intensity to be achieved.

There are several inhibiting factors and supporting factors in the effectiveness of the leadership of one-stop principals at SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan. The inhibiting actors are schools far from the sub-district, the second complex signals, and the third is the lack of teacher human resources, but this has been resolved by the way the top recruits high school graduates to join the School. The Principal supports

them to continue studying, and the Principal builds a computer room with a signal to install WiFi so that students can learn computers and follow UNBK, etc.

The supporting factors are the presence of civil servants and non-PNS teachers and adequate facilities and infrastructure for continuing education at SDN 10 Kisam Tinggi and SMPN Satu Atap Bandar Alam Lama OKU Selatan.

### Bibliography

- [1] Poerwanto, I. Sisbintar, and Suhartono, "Transformasi Organisasi: Basis Peningkatan Sumber Daya Manusia dalam Memperkuat Daya Saing," *J. Al-Azhar Indones. Seri Pranata Sos.*, 2013.
- [2] S. Ismail, "Analisis Kepemimpinan Kepala Sekolah yang Efektif dalam Manajemen Sekolah di Aceh Tamiang," Universitas Muhammadiyah Sumatera Utara, 2019.
- [3] Z. Latifa, "Pentingnya Kepemimpinan dalam Organisasi," *Magister Manaj. Pendidik.*, vol. 1, no. 1, p. 242, 2021.
- [4] R. Hidayati, Aunurrahman, and U. Radiana, "Kepemimpinan kepala sekolah dalam upaya meningkatkan kinerja guru di SD Negeri 67 Sungai Raya," *J. Pendidik. dan Pembelajaran Khatulistiwa*, 2016.
- [5] I. Yuliasuti, M. Syukri, and H. Martono, "Kepemimpinan kepala sekolah dalam menyelenggarakan pendidikan sekolah satu atap di Kecamatan Kuala Mandor [Principals' leadership in implementing one roof school in Kuala Mandor District]," *J. Pendidik. dan Pembelajaran*, 2016.
- [6] R. Ekosiswoyo, "Kepemimpinan Kepala Sekolah yang Efektif Kunci Mencapai Kualitas Pendidikan," *J.*

- Ilmu Pendidik.*, vol. 14, no. 2, pp. 76–82, 2007, [Online]. Available: <https://media.neliti.com/media/publications/113918-ID-kepemimpinan-kepala-sekolah-yang-efektif.pdf>
- [7] F. Ahmadi, “Mengoptimalkan Keunggulan Pendidikan di Indonesia,” *unnes.ac.id*, 2019. <https://unnes.ac.id/gagasan/mengoptimalkan-keunggulan-pendidikan-di-indonesia>
- [8] W. Defan, “PERAN PENTING KEPEMIMPINAN DALAM DUNIA PENDIDIKAN,” *hmpips.fis.um.ac.id*, 2014. <http://hmpips.fis.um.ac.id/peran-penting-kepemimpinan-dalam-dunia-pendidikan-2/>
- [9] Salamah, “Kepemimpinan Kepala Sekolah Jadi Faktor Penentu Keberhasilan Sekolah,” *radarsemarang.jawapos.com*, 2021. <https://radarsemarang.jawapos.com/artikel/untukmu-guruku/2021/05/10/kepemimpinan-kepala-sekolah-jadi-faktor-penentu-keberhasilan-sekolah/>
- [10] R. Wahyuni, “PERAN KEPEMIMPINAN KEPALA SEKOLAH DALAM MENINGKATKAN MUTU PENDIDIKAN,” *syakal.iainkediri.ac.id*, 2021. <https://syakal.iainkediri.ac.id/peran-kepemimpinan-kepala-sekolah-dalam-meningkatkan-mutu-pendidikan/#:~:text=Peranan kepala sekolahdalam meningkatkan mutu,model pembelajaran yang menarik daninovatif.>
- [11] D. Sri, “PERAN KEPALA SEKOLAH SEBAGAI MOTIVATOR DALAM MENGOPTIMALKAN KINERJA GURU DI MIN 9 BANDAR LAMPUNG,” UIN Raden Intan Lampung, 2019.
- [12] F. A. Siregar, “Efektifitas Kepemimpinan Kepala Sekolah Dalam Meningkatkan Kualitas Mutu Pendidikan Di SMPN 42 Medan,” *Publik Reform Undhar Medan*, vol. 4, no. 4, pp. 85–94, 2018.
- [13] B. Mizal and Y. T. Hidayani, “Kepemimpinan Kepala Sekolah Dalam Peningkatan Profesionalisme Guru di SMA Negeri Simeulue Tengah,” *J. Intelekt.*, vol. 10, pp. 140–162, 2021.
- [14] K. P. dan Kebudayaan, *Pedoman Pendampingan Peningkatan Mutu SMP Satu Atap*. Jakarta: Direktorat Jenderal Pendidikan Anak Usia Dini, Pendidikan Dasar dan Pendidikan Menengah, 2020.
- [15] M. Sudana and Sudrajat, *Dasar-Dasar Penelitian Ilmiah*. Bandung: Pustaka Setia, 2009.
- [16] Sugiyono, *Memahami Penelitian Kualitatif*. Bandung: Alfabeta, 2014.
- [17] A. Suharsimi, “Prosedur Penelitian Kualitatif, Suatu Pendekatan Praktek,” *Rineka Cipta*, vol. 2006, no. 2006, p. 96, 2006.
- [18] Sugiyono, “Memahami Penelitian Kualitatif,” *Bandung Alf.*, 2016.
- [19] K. Baria, “Efektivitas Pelayanan Kartu Macca di Kecamatan Lalabata Kabupaten Soppeng,” Universitas Muhammadiyah Makassar, 2019.