

## **Principal's Leadership Style In The Era Of Globalization In An Effort To Improve Teachers' Performance Teacher Performance at SMP Teuku Nyak Arif Fatih Bilingual School**

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### **KEYWORDS**

era of globalization;  
improving teacher  
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### **ABSTRACT**

This study aims to 1) describe the development of the principal's leadership style in the era of globalization in an effort to improve teacher performance at Teuku Nyak Arif Fatih Bilingual School Banda Junior High School, 2) to find out the effectiveness of the development of a clear development of the leadership style of school leaders in the era of globalization in an effort to improve teacher performance at Teuku Nyak Arif Fatih Bilingual School Banda Aceh Junior High School, This research uses a qualitative approach and a descriptive method. The subjects of this study consist of principals, teachers, and administrative staff of Teuku Nyak Arif Fatih Bilingual School Banda Aceh Junior High School. Data collection techniques with observation, interviews and documentation studies. The data analysis techniques used are data reduction, data display and drawing conclusions. The results of this study are: 1) the development of the principal's leadership style in the era of globalization in an effort to improve teacher performance 2) the implementation of the role of the principal in an effort to improve teacher performance, so as to help foster an increase in the understanding of the school community in improving teacher performance and 3) the implementation of the principal's leadership in an effort to improve performance through the school and can foster the awareness of school residents on the importance of improving teachers' performance to be taught from an early age which will develop into a culture for them.

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### **Introduction**

Education plays a very important role in nation building, especially human development. With education, humans can organize their lives in a better and perfect direction. Human development as a whole is inseparable from the participation of the community, and various institutions in the field of education (Jayadi, 2022).

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Human resources are an important part and a determining factor for the development, progress and welfare of the nation. Basically, the progress of a nation is highly determined by superior, intelligent, creative, innovative and independent human resources by continuing to improve the capacity, quality and integrity of the human beings themselves through education, (Suratini, 2017).

Indonesia is one of the developing countries that needs the readiness and ability of its members in the form of adaptability to new values, competitiveness/competition, and creativity to be able to exist in the era of information civilization. Education is a strategic medium to carry out social transformation in preparing human resources that are intelligent, dynamic, progressive, innovative-creative and of course have a basis for spirituality and noble morals (Budiarti et al., 2023).

Educational institutions are not just learning about natural and social sciences, but a lot of knowledge can be learned in school based on the needs and developments of the times at this time. The statement is in accordance with what has been mentioned in Law Number 20 of 2003 article 1 paragraph 1:

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble morals, and skills needed by themselves, society, nation and state (Prasetyo & Wahyuningsih, 2023).

In this case, the state has also regulated education in the 1945 Constitution Article 31 Paragraph (1) which reads: "Every citizen has the right to education". Furthermore, Article 31 Paragraph (3) reads: "The government seeks and organizes a national education system, which increases faith and piety as well as noble morals in order to educate the life of the nation, which is regulated by law".

Education is a cultural process that is integrated with human society. Therefore, education has started since the beginning of human society. Since then, human civilization has begun to process to grow and develop. The better the educational process takes place, the faster the development of civilization. On the other hand, if the educational process does not go well, then there is a stagnation in the development of civilization (Ramdan & Sufyani, 2019).

Education is essentially an effort to pass on values, which will be the helper and determinant of humanity in living life, and at the same time to improve the fate and civilization of mankind. Without education, it is believed that today's human beings are no different from the past generations of humans, who compared to today's humans, have lagged behind both in the quality of life and in the process of differentiation (Saputra et al., 2022).

In the extreme, it can even be said that the progress and decline or the good or bad civilization of a society, a nation, will be determined by how the education is undertaken by the people of that nation (Syakhrani & Kamil, 2022).

In an effort to improve the quality of teachers, a leader is needed who is able to give direction, motivation and is able to inspire all school residents to voluntarily do their best so as not to be eroded by the current of global competition, because the key to success in winning the competition is to improve the quality of education (Suhardan Dadang, Riduwan, 2012).

The principal as a leader in the school is a determining factor for the success of the school in improving the quality of the school. As stated by Fried M. Hechinger (in (Sirait, 2021) who stated that "I have never seen a good school led by a bad principal, and usually

a bad school is led by a bad principal, I also find that schools that fail become successful, on the contrary, successful schools suddenly decline in quality.

The rise and fall of school quality is highly dependent on the quality of the principal. Several researchers have studied the role of school principals as learning leaders and their influence on teaching and learning processes. The results of a literature study from previous studies show that learning leadership has a strong influence on school success because the principal is the driving force of school progress (Pidarta, 2007).

Based on initial observations made at SMP Teuku Nyak Arif Fatih Bilingual School Banda Aceh shows that the school is one of the schools that is in great demand by the community, this is because the school has adequate infrastructure, professional teaching staff, adequate financial support, and professional school leaders to carry out learning based on technology and information such as 21st century learning that is developing now. This condition makes parents to send their children to the school.

This statement is in line with what was stated by BSNP, (2010) about the objectives of 21st century National Education that:

Aiming to realize the nation's ideals, namely a prosperous and happy Indonesian society, with an honorable position and equal to other nations in the global world, through the formation of a society consisting of quality human resources, namely individuals who are independent, willing and able to realize their nation's ideals.

Another finding obtained is that the learning carried out at SMP Teuku Nyak Arif Fatih Bilingual School Banda Aceh emphasizes the formation of student character and critical, creative, and innovative thinking skills, by utilizing technology as a media or learning resource, as a form of effort to realize quality human resources, namely independent, willing, and capable individuals. This success is inseparable from the planning that has been designed by the school, both in the form of program planning, school administration, teachers, students and the community that complement each other to improve the quality of education in the school. In this case, of course, the school has met the Minimum Service Standards (SPM), even meeting eight National Education Standards (SNP).

Based on this phenomenon, the researcher wishes to conduct research in order to get a clear, complete, accurate, and up-to-date picture of the Leadership Style of School Principals in the Era of Globalization in an Effort to Improve Teacher Performance at Teuku Nyak Arif Fatih Bilingual School Junior High School Banda Aceh.

Therefore, of course, there are things that need to be analyzed related to the school management that is implemented and also its administration. In addition, Teuku Nyak Arif Fatih Bilingual School Banda Aceh Junior High School has 1 computer laboratory, 1 Musical Instrument Studio, 1 Language Laboratory, 1 library hall and mushalla.

Thus, the existence of the principal's leadership in improving the quality of teacher performance has an important role, especially in this very challenging era of globalization. Based on the above problems, researchers feel that it is important to conduct research to find out the leadership style of school principals in improving teacher performance.

The purpose of this study is to get a clear picture of the leadership style of school principals in the era of globalization in an effort to improve teacher performance at Teuku Nyak Arif Fatih Bilingual School Junior High School Banda Aceh.

## Research Methods

The research approach used in this study is a qualitative approach because the researcher wants to study social and dynamic problems. The qualitative research method, according to (Sugiyono, 2018) is a research method based on postpositivism or interpretive philosophy, used to research on natural object conditions, where the researcher is the key instrument, the data collection technique is carried out by triangulation (a combination of observation, interviews, documentation), the data obtained tends to be qualitative data, data analysis is inductive/qualitative, and the results of qualitative research are to understand meaning, understanding uniqueness, constructing phenomena, and putting forward hypotheses.

The purpose of the research design is to find out the processes that the author will carry out in order to get the results of a research activity. The author uses a research design with a qualitative descriptive research method. According to (Mafrudah & Sa'diyah, 2021) the type of qualitative research is data in the form of words, sentences and pictures, which is a collection of non-numerical data that is descriptive."

The qualitative approach is used because the researcher wants to explore non-quantifiable phenomena that are descriptive, suggesting that qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors. Qualitative research is research that uses a natural setting, with the intention of interpreting phenomena that occur and are carried out by involving various existing methods, then he added that qualitative research is related to the ideas, perceptions, opinions or beliefs of the person being researched and all of them cannot be measured by numbers.

## Results and Discussions

The results of data processing from various information obtained by the author are presented in the form of the following description.

### **The process of the principal's leadership style in the era of globalization in an effort to improve teacher performance at Banda Aceh Junior High School**

The results of the research explained by the informant regarding the process of the principal's leadership style in improving teacher performance at Banda Aceh Junior High School that in general have been carried out by schools in Banda Aceh, especially at the junior high school level, in collaboration with related parties to improve teacher performance.

The results are in accordance with the questions given to teachers through the questionnaire as follows:

Has your school ever held a socialization about improving teacher performance?  
Which parties are involved in socializing teacher performance improvement in your school?

The findings were also strengthened by the results of interviews with the principal of Teuku Nyak Arif Fatih Bilingual School, and the principal of SMP Negeri 6 Banda Aceh.

revealed that,

"Socialization activities about improving teacher performance are annual activities carried out in schools, to introduce teacher performance from an early age, so that students are used to listening to the activities that must be done, these activities are carried out in two ways, namely with the involvement of the

Principal, Teachers, and Administrative Staff to provide material directly, but there are also schools that make study tours. This aims to directly interact with the learning process with tools and materials in the field".

This socialization activity is carried out at Banda Aceh Junior High School in variations, some hold a year 1 and there are also a year 2 such as those carried out by SMP Teuku Nyak Arif Fatih Bilingual School, but in general junior high schools do it once a year. Teuku Nyak Arif Fatih Bilingual School is a private school in Aceh which was inaugurated on June 6, 2009. This school was established in collaboration with the Teuku Nyak Arif Islamic Education Foundation and the Yenbu Indonesia Foundation. The existence of Teuku Nyak Arif Fatih Bilingual School first started teaching and learning activities in 2009 in July, has received 91 students for its first year at the Lamyong Banda Aceh location, most of the selected students are orphans and orphans by providing scholarships for talented and outstanding students.

The findings are in accordance with the questions given to respondents as follows:

If there are any number of times the school holds an introduction to improving teacher performance

at school?

Are most students aware of improving teacher performance?

that are faced in the local community?

Understanding teacher performance is not only needed by students but also by teachers at school, if these two elements have understood each other's performance, then this makes it easier for school residents to evaluate. According to the results of interviews and questionnaires with the teacher council and administrative staff that,

"Our understanding of teacher performance is obtained from training and direct socialization from related parties, so that our understanding of improving teacher performance increases, both how to carry out stages, such as evaluation, both evaluation in learning. Awareness of teacher performance has increased so that the concrete steps taken in schools in addition to making evaluations, we also teach in several educational learning about improving teacher performance in the era of globalization in the classroom".

Based on these findings, it illustrates that the Introduction and improvement of teacher performance through the school program at Banda Aceh Junior High School has been carried out in schools with their respective school methods and policies. This habit will form a character that is ready anytime and anywhere in facing the competition of the globalization era, so that this habit will become a culture for them wherever they are. These conditions can help schools to continue to progress and develop.

### **Participatory Planning for Teacher Performance Improvement at Banda Aceh Junior High School**

Improving Good Teacher Performance, if the implementation is carried out in a structured and directed manner, so that Standard Operating Procedures (SOPs) that have been designed by the school or related institutions are needed in accordance with the respective school area and environment. The results of interviews and filling out questionnaires with respondents showed that:

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"Only a small part has SOPs about teacher performance, but in general, SOPs for teacher performance are made in the early years. However, after several years, the SOP has not been revised according to current conditions."

The findings were reinforced by the results of interviews with the principal of SMP Teuku Nyak Arif Fatih Bilingual School, and SMP Negeri 6 Banda Aceh, stating that: "SOPs on improving teacher performance at this time are no longer designed, but a few years ago existed, but until now there has been no latest update."

Based on these findings, SOPs for improvement in general at the Banda Aceh Junior High School level, there is no latest SOP planning, and most of them used to have SOPs to improve teacher performance that are no longer used at this time. However, there is still one school, Teuku Nyak Arif Fatih Bilingual School, which is still using the SOP to improve teacher performance from the Foundation. The findings can be analyzed that most schools do not have a core team that prepares school teacher performance improvement plans, and do not make teacher performance improvement programs the main program in their respective schools. The results are supported by the following questions:

Is the teacher performance improvement program one of the prioritized programs in your school?

Does your school have a core team in improving teacher performance in school?

Judging from the readiness of schools in improving teacher performance at Banda Aceh Junior High School, findings in the field show that most schools do not have fixed standards, such as signs indicating teacher performance improvement. The findings are reinforced by the results of interviews with junior high school principals that:

"So far, there is only a small part of the plan/drawing left for the fixed standard of improving teacher performance in schools, such as planning charts, achievement targets. In schools that focus on the provision of UKS tools and materials".

Based on this statement, it shows that only a small part of schools are ready to improve teacher performance in the era of globalization, both from planning tools, achievement targets and materials needed in the standards that must be provided in schools. This is because the school is more focused on providing tools and materials at UKS.

### **Development of a culture of awareness of improving teacher performance in the era of globalization through schools at Banda Aceh Junior High School**

The development of a culture of awareness of improving teacher performance that can be done is by providing information through posters about teacher performance in the era of globalization installed in the school environment. The development of teacher performance in other schools can be carried out by schools by providing information about performance through the learning process, both by means of a learning process that is integrated with all subjects and becoming an extracurricular program that educates students about the era of globalization. The results of research findings on cultural development in the era of globalization at the Banda Aceh Junior High School level show that:

"Most schools still have not prepared a teacher performance program that is required for their teachers to follow it, so that the material of this globalization era

is obtained only through socialization from related parties and through study tour activities. However, another effort that has been made by schools in fostering a culture of awareness of school performance for school residents is by providing planning charts, posters about the era of globalization and other attributes related to teacher performance in the era of globalization".

The results of the above research are in accordance with the results of interviews with the principals of Teuku Nyak Arif Fatih Bilingual School and SMP Negeri 6 Banda Aceh, stating that:

"Schools have provided basic equipment to support teacher performance in schools, such as materials, planning charts, posters and other attributes. However, in terms of the program to increase the culture of awareness of performance, it has not been made an extracurricular activity that is required to be attended by all teachers or school residents, so far they have gained an understanding of awareness from the socialization of related institutions and also study tour activities".

Based on these findings, what has been done by most of the Banda Aceh junior high school schools has not been maximized, because it has not been included in the special program that is required to be studied in school. This condition is also influenced by the condition of Aceh province, so it is considered that this activity has not been prioritized to be implemented in schools. Behind that, it has been seen that the school's efforts in providing tools, attributes and posters that remind or provide stimulus to teachers that improving teacher performance in the era of globalization from an early age is very important to learn.

### **Discussion**

In this section, the author will discuss the results of the research by sharpening previous findings. The author also analyzes the results of the study and then compares it with relevant theories and regulations in accordance with what has been described previously. Further descriptions will be explained as follows:

#### **The process of the principal's leadership style in the era of globalization in an effort to improve teacher performance at Banda Aceh Junior High School**

The stages of introducing the globalization era through teacher performance improvement programs are important steps that must be taken by schools, in terms of educating and providing early understanding for teachers at the Banda Aceh Junior High School. Various forms that can be done by schools in introducing materials and achievements that must be achieved by teachers at school, one of which is by collaborating with schools abroad. This activity aims to provide an understanding of the era of globalization by socializing the importance of improving teacher performance at the school level. The statement is in accordance with the opinion of (Fullan, 2007) explaining that:

"The importance of a collaborative approach in improving teacher performance in the era of globalization, teachers need to work together with their peers, share knowledge and experience, and engage in professional and continuous learning".

This opinion is also in line with Permendikbudristek number 40 of 2021 concerning School Principals, stating that: "the workload of school principals is to carry out the main managerial tasks, supervision of teachers and education personnel aims to improve the quality of the learning process and outcomes of students, awareness and

improvement of teachers' performance capabilities". Furthermore, the definition of improving teacher performance is explained by (Sergiovanni, 2015) that:

"Improving Teacher Performance in the era of globalization involves the development of strong instructional leadership in schools. Teachers need to encourage to be effective learning leaders and collaborate in a changing global context. It includes efforts to improve teachers' ability to face the challenges and opportunities posed by global change, technology, and increasingly complex educational needs".

Based on the above view, it shows how important it is for teacher performance to be learned by school principals, including teachers, this is because the era of globalization occurs not in one group, individual or certain race. We have all understood that the era of globalization occurs as a whole in a region. Therefore, it is necessary to have basic education and awareness of improving good performance, starting from the level of educational units and the community. Therefore, the school has taken the right steps by conducting socialization at school.

The socialization activities are carried out with the aim of building a caring attitude towards change, as well as fostering a character of being alert to all conditions that occur and later this habit will become a culture of alertness wherever they are. The purpose or essence of teacher performance is as a form of effort carried out by school principals and teachers to reduce the risks that occur when changes occur. Teacher performance aims in general to improve the quality of learning, develop 21st century skills, integrate technology, and face global challenges.

From this statement, it can be concluded that the objectives of improving teacher performance are, 1) improving the quality of learning, 2) developing 21st century skills, 3) integrating technology, and 4) participating in continuous professional learning in facing global challenges. From these objectives, it shows that improving performance in schools is very important to reduce the impact and increase awareness and understanding for principals and teachers in schools, especially at the Banda Aceh Junior High School.

### **Participatory Planning for Teacher Performance Improvement at Banda Aceh Junior High School**

Improving good teacher performance needs to be carried out by good management and planning, namely having planning standards for applicable provisions. As for considerations in the steps to make SOPs to improve teacher performance that are adjusted to the conditions of each region. (Metz et al., 2019) in the results of their research stated that:

"Identify goals and objectives by setting clear goals such as improving the quality of teaching, establishing a drafting team to discuss goals and work plans, collecting information data, namely teacher performance data through evaluation, classroom observation, and socialization of management and training."

Teacher performance improvement management and training is one of the important parts that every school has in regulating and designing in accordance with local wisdom and certain regional cultures, so that teacher performance improvement is made based on the condition of the school itself. Educational institutions at the Banda Aceh Junior High School level mostly already have training management SOPs in accordance with the conditions of their respective schools and regions, this SOP is used as a reference



in training management in their respective educational units. Law Number 14 of 2005 states that:

"Teacher performance is a continuous and integrated dynamic process to improve the quality of professional-related steps with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students".

The same is explained by UNESCO., (2015:11) that:

"Improving teacher performance in schools is the ability to adapt to global changes, technology, and increasingly complex student needs with digital literacy, foreign language competence, multicultural education, continuous professional development, application of innovative teaching methods, global engagement and partnerships".

From the statement it shows that improving teacher performance in schools aims to regulate every planning starting from the formation of a drafting team to discuss goals and work plans, collecting information data, namely teacher performance data through evaluation, observation, and socialization of management and training in schools. SMP Banda Aceh in the SOP for improving teacher performance that has been prepared contains about: a) the formation of a drafting team, b) discussing goals and work plans, collecting information data and c) management and training socialization. This SOP will be socialized to school teachers, so that they also have full responsibility for its implementation.

The agreement is one of the steps used as a form of school action that involves all school teachers in improving teacher performance in the era of globalization in the school environment.

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The results of the above research are in accordance with the results of interviews with the principals of Teuku Nyak Arif Fatih Bilingual School and SMP Negeri 6 Banda Aceh, stating that:

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Based on the presentation of the results and discussion of this research, it can be concluded that, the improvement of teacher performance in Banda Aceh Junior High School shows that through educational institutions is one of the most effective places to be implemented, this is because school is a community used for learning activities that can be integrated with concepts in the era of globalization and as a container for habituation that will grow into a habit/culture for them wherever they are.

### **Conclusion**

Based on the results of the research on improving the performance of school teachers through the implementation of the principal's leadership style in the era of globalization at Banda Aceh Junior High School, it can be concluded as follows:

Planning to improve the performance of school teachers, most of the Banda Aceh Junior High Schools have designed SOPs for teacher performance in accordance with the conditions of their respective regions. This SOP was designed as a guidebook for junior high schools in their respective regions.

The implementation of teacher performance has been carried out in accordance with the SOP designed, thus helping to foster an increase in the understanding of the school community.

The implementation of leadership styles through schools in terms of improving teacher performance can foster awareness for school teachers of the importance of improving teacher performance taught from an early age which will develop into a culture for them.

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