THE IMPORTANCE OF LEADERSHIP IN SCHOOL MANAGEMENT: CASE STUDY ON VOCATIONAL SCHOOL IN YOGYAKARTA

Lutfia Zahrah
Prodi Tata Busana, Faculty of Engineering, Universitas Negeri Jakarta (UNJ)
Email: elutfia@unj.ac.id

This research aimed to deep understanding of the management unit production in Vocational school, SMKN 6 Yogyakarta. This research is a qualitative with case study method. The validity of the data obtained through the extension of time doing research and triangulation of data collection techniques and data sources in the field. This study found that some principles of leadership and entrepreneurship unseparated from school management as one of organizational system.

Keywords: Leader, Entrepreneur, Delegation of authority, Team work

doi.org/10.1166/asl.2018.10985
INTRODUCTION

Leadership is one of the important aspects to determine the success of organizational goals because leadership is a driving force in the activities of the organization either individual or group. Leadership involves in educational institutions both formal and non-formal. Leadership is an activity to encourage people to struggle and attempted, so the organizational goals could be achieved.

Leadership is managing process so that people can understand and agree with what should do and how it is run effectively, as well as a process to facilitate individual and groups to achieve common goals. According to Colquitt, Lepine and Wesson, the leadership defined as "the use of power and influence to direct the activities of followers toward same goal achievement". Then Inderjit Singh stated, "Entrepreneurship is more than just about creating new companies, it is about the mindset, about doing new things and creating something from nothing".

Meanwhile, entrepreneurship is about human, a creative activity to builds something from anything which is almost worthless. It is same like seeking for opportunities without any resources or lack of resources at hand. It requires passion and commitment to lead people to achieve the vision. It also requires taking a risk opportunity that has been measured before. Furthermore, Peggy A. Lambing explains that "As early as 1934, Joseph A Schumpeter had described an entrepreneur as a person who carries out new combinations, processes, markets, organizational forms, or sources of supply". The opinions of Peggy A. Lambing are also supported by Howard, saying that: "Entrepreneurship is a dynamic process of creating incremental wealth. This wealth is created by individuals who assume the major risks in terms of equity, time, and/or career commitment to providing value for some product or service. The product or service itself must be infused by the entrepreneur by securing and allocating the necessary, skills, and resources". Moreover, Husaini Usman explains that entrepreneurial leadership is the art and knowledge in influencing people to achieve goals innovatively and creatively, who dare to take risks and measure the opportunities, so another people will follow them. Based on the above description can be concluded that the meaning of entrepreneurial leadership is the whole process to influence individuals or groups to follow it as the ability of innovators, creators and dare to take a risk in exploiting the opportunities so that the goal is achieved. The entrepreneur leader is an innovative, creative, effective and risk-taking leader with fully consideration to achieve the goals of management.

RESEARCH METHODOLOGY

The research is using a qualitative approach with case study method to gain a deep understanding in Headmaster Leadership in managing production unit of SMK Negeri 6 Yogyakarta. The research procedure consists of six research steps; firstly, the researchers plan by doing a grand tour observation to obtain data in the early stages, by conduct interviews in general, record observations and study documents relating to the object of research in order to collect data in general. Second, after the researcher made the research design based on the results of the grand tour observation, the next researcher made the research design. Third, after the research design is determined that a single case study will be implemented, the next activity is to make preparations prior to the field. Fourth, the next step is to collect/retrieve research data in the field that has been planned. Fifth, the next step is to conduct an analysis of field research data. Sixth, preparing a research report. The above research steps can be divided into three major sections in the following: i) step number 1 until 3 implemented before conducting research or as known as pre-research term (grand tour observation); ii) step 5 is conducted research in the field, in this case, the researchers conducted a mini tour observation in order to focus and formulate research problems. Mini tour observation is a continuation of the grand tour observation in interview technique, direct observation, participant observation and documentation recording which is more focused on the question, observation and study the existing documentation; iii) Steps 5 and 6 are executed at the time after returning from the field, at this stage the researcher focuses the research problem by identifying the raw data according to the meaning, similarity and purpose grouped with the coding system in the data unit. Furthermore, data analysis of the focus and sub-focus of research consist of testing, grouping, inserting.

The data that researchers get from the grand tour observation until the time of research related focus and sub focus research: SMK Negeri 6 Yogyakarta is one of the schools that already have integrated production units in the Province DI. Yogyakarta. The data source of this research is human and nonhuman. Human as a primary data source is informant, which is main informant and non-main informant. In this case, the main informant is the managers of the production unit consist of headmaster, head of the central production unit, all heads of skill study programs (4 persons), and 4 heads of production units and 1 Edotel managers. Non-main informants are teachers and employees involved in the management of production units of SMK Negeri 6 Yogyakarta, school committees, school supervisors and education officials of Yogyakarta City. Data analysis conducted begins at the time of data collection, after completion of data collection until the completion of thesis report writing process. Based on the concept of Robert K. Yin, he stated that: "data analysis consists of examining, categorizing, tabulating, testing, or otherwise recombining evidence, to draw empirically based conclusions". Analysis of case study evidence, in particular, is difficult because the technique has not been well defined. To solve this problem, any case study
analysis should follow the general analysis strategy, limiting the priority of something in the analysis.

FINDING AND DISCUSSION

Based on the findings of the research on the sub-focus of entrepreneurial leadership, the principal has the courage to take decisions in developing the priority school program in SMK Negeri 6 Yogyakarta. The decision is shown by the development of Edotel "Kenari" through loan funds from the investor. This step is an innovation by the school principal to complete the Edotel development process managed by the school as a place for students to practice or implemented their study. So the schools gain a double advantage, in addition to a place of student can practice or implemented their study, and also can bring benefits in the form of funds for the development that has been issued before. The fact is related with the opinion of Inderjit Singh, which explains that "entrepreneurship is about more than just creating new companies. It is in fact about the mindset one has, about doing new things and creating something from nothing". It can be interpreted that the school principal has created a school organization that has the ability to create new programs or develop existing programs with new breakthroughs so that the program has more optimal benefits for school management. In developing the school program, especially in "vocational school", such as in SMK Negeri 6 Yogyakarta, the role of the school principal who has the creativity and ability to see and explore the opportunities in accordance with the vision and mission of the school to develop human resources that have the ability of adapt to the development around them. This is done by the headmaster of SMK Negeri 6 Yogyakarta which is shown by the development of business center program as a place to promote and market the products by the students SMK Negeri 6 Yogyakarta.

Based on that opinion, it can be interpreted that the leadership of SMK Negeri 6 Yogyakarta headmaster is creative leadership by developing more valuable school activities for the development of students' skill capability as well as the development of school capability in terms of financing which not only depends on government funding but also the ability of schools to explore funding sources independently by utilizing the potential of schools owned so that funds received can be optimized utilization for the progress of the school. The ability of school Headmaster to utilize existing resources in schools demonstrates a commitment to realizing the vision by taking the risk of any decision.

Based on the above explanation it can be concluded that entrepreneurial leadership is the ability of leaders to create and implement a new program that has never existed before to become more valuable or useful for school organizations based on the courage of leaders to take decisions in developing schools with all of the abilities possessed as well as the risks that will occur.

Delegation of authority based on the findings of the research on the sub-focus of delegation of authority, the principal in the school lead, especially in terms of managing the production unit in order to grow and can be a plus for the school either as a practical laboratory for the application of theory obtained by vocational students and as a source of income for support Finance in the management and development of school activities, then in the management of the school delegation of authority to teachers who have competence in accordance with the results of assessment of fellow teachers and also the results of assessments of principals to the existing production units in SMK Negeri 6 Yogyakarta for example Central KUP and manager Edotel through several stages of election, which begins by selecting several candidates based on certain criteria established through the Principal's decree. The growing conditions indicate that the principal as the supreme leader, in delegating his authority is adjusted to the purpose of delegating authority itself through several predetermined criteria, this is in accordance with Gary Yuki's opinion, and "the selection of tasks to delegate depends on the part on the Purpose of the delegation".

The conclusion of the above research findings indicates that in the management of the school production unit, the principal has delegated some tasks and authority to each of Head of Department, so that all human resources (HR) available can be utilized as much as possible by each study program. It is also appropriate with the opinions of Ricky W. Griffin and Gregory Moorhead, who stated that "delegation is the transfer to the others of authority to make decisions and use organizational resources". This opinion further clarifies the role of delegation of authority within the organization as an effort to streamline the organization in the face of every dynamic development through the optimization of the role of each unit in the organization in dealing with and making decisions related to the development that occurs within each unit that exists within the organization.

As the result that the authority delegation system conducted by the principal through the Central KUP has been in accordance with Gibson's opinion, which explains that "authority is the official power that a person possesses because of his position in the organizational hierarchy". This opinion is also supported by Ricky W. Griffin and Gregory Moorhead, "authority is a power that has been legitimized within a particular social context." From these two opinions when related to the research findings, the delegation of authority conducted in SMK Negeri 6 Yogyakarta by the school leader by giving authority to each production unit through the legitimacy given through the principal decree that became the basis for each unit of production in running the policy school that is based on the decree given by the leadership.
CONCLUSION

The results of the research found that (i) the Headmaster has entrepreneurial passion in managing the production unit, that is visionary, innovative, creative, exploit opportunity, and courageous in making decision; (ii) The headmaster delegates authority to the Central KUP and Edotel's managers through the election prescribed by the principal, and entirely hand over the management of the production unit to the Head of Department through the Central KUP, except Edotel headmaster as General Manager; (iii) In managing the production unit, the headmaster establishes teamwork by coordinating and communicating to the Central KUP by submitting fully to the Head of Department to cooperate, in order to create an integrated production unit. The results of this research recommend to (i) the headmaster need to do more intensive coaching and cooperation partnership related to production unit SMK Negeri 6 Yogyakarta, (ii) Production unit managers need to optimize productivity and develop partnership programs related to the production unit of SMK Negeri 6 Yogyakarta.

REFERENCES