

A Successful Female School Principal Leadership At Senior High School 1 Trawas Mojokerto, East Java

Rino Indaru kuswemi, Muchlas samani, Ahmad Sonhadji

Department of Educational Management, Universitas Negeri Surabaya, Indonesia

Abstract— The present study aimed to analyze the describing a successful female school principal leadership at Senior High School 1 Trawas Mojokerto. This study used a qualitative approach with a multi-site study type. The data collection technique conducted using an in-depth interview, participant observation, and documentation. The analysis stages of the data consisted of data collection, data reduction, data presentation, and conclusion making. The data validity check has conducted through credibility, dependability, confirmability, and transferability of the data. Based on the research result, it can conclude that: (1) The leadership of female school principals in Senior High School 1 Trawas Mojokerto in improving the school achievement-oriented to the leadership style of the task behavioral dimension in a democratic, participatory, and distributed manner. A gender stereotype of a woman tells that people who take part in the domestic sector makes them accustomed to performing their duties and responsibilities timely. Based on this theory, the female school principal of Senior High School 1 Trawas Mojokerto played a vital role in the improvement of a favorable attitude to the duties and responsibilities of the teachers and administrative staff, which include discipline, work atmosphere, proposed regulations, and procedures, so that, it can motivate teachers to improve their performance; (2) The leadership of the female school principal highly give a positive influence on teacher work motivation. (3) The principal always gives motivation to teachers continuously related to the teacher's enthusiasm for work, responsibility, and recognition of success for teachers who have done an excellent job; (4) Efforts of principals in motivating teachers to improve their work will have an impact on the quality of student learning.

Keywords— *Principal leadership, Successful female*

I. INTRODUCTION

School is a formal educational institution providing educational services for all students. Educational services directly involve the role of human resources, namely teachers, education staff, and school employees. They are an inseparable part of the vital component in school educational institutions where a leader figure is needed. The leader figure is the school principal. The existence of the principal plays a critical role in achieving the desired ideals of the institution.

Also, in achieving the ideals quality of the school, a leader is a coach for teachers in working. A leader figure as a role model at the same time provides direction and guidance for teachers. The same opinion, reference [1] states that a leader in a school needed for the following reasons. First, the teacher needs a leader figure as a role model. Second,

the leader figure as their representative. Third, a leading figure who can take the risk of pressure on other groups / outside groups. Fourth, figures are places to put work together.

In addition to the four functions mentioned above, the school's lead figure also has a function to influence teachers and other education personnel to achieve the desired goals. Therefore, it cannot deny that the principal must work voluntarily in daily life at school. The principal is also the agent of change for the school [2]. The principal considered to be an essential element in creating efforts to improve school progress and change. Fred Hechinger also stated the same opinion in terms of the importance of the principal's role in efforts to advance the school.

Based on the role of the principal above, the principal expected to determine the direction and purpose of the

school. Prepare school guidelines, give guidance to all teachers, explain the work procedures, and motivate and inspire teachers and education personnel. Also, he/she is expected to complete school infrastructure as a support for learning. Furthermore, reference [3] explained that the actions of principals like these are changes that are highly expected by the organization.

The importance of the principal's role shown from the results of studies such as those, [4] revealing that the figure of a leader is the most critical factor in the improvement and progress of schools. From the findings of this study, one of the most dominant and crucial factors in the school development, especially the education level of the State High Schools (Senior High School), is determined by the quality of leadership and the leadership style of the principal.

Regarding female leaders, [5] said that the ability of management and leadership of females is not inferior to the ability of males to manage the human resources of teachers and education personnel. Reference [6] expressed the same opinion, he stated that the leading activities in educational organizations cover the HR planning process, the implementation of the learning process, education, and teacher training/development. All these activities can also be carried out by female leaders.

Gender equality is a hot, central, and crucial issue from the past. Some people still believe that men's position should be higher than women—this opinion has deemed a barrier to women in their careers. Firstly, the haram issue against women to carry out their role and to be in a high position still apparently exists in society. Men by showing signs or symbols of primitive religion that believed to be sacred to society, which contains the prohibition of women from equaling or exceeding the role of men.

The leadership of females was the object of many reviews by both researchers and academics. First, it mostly found in the study of gender equality and feminism as we know that this theme is a source that explicitly expresses concern to women [7]. Gender can be known as a definition that believed that the existence of men and women naturally have differences, but if the role of society both have the same role and function. At the same time, feminism understood as the teachings or movements carried out by women in a way that makes demands on equal rights with men. Feminism has a radical movement that is to hate and refuse to deal with and socializing with men [8].

Secondly, there is an increasing number of women's leadership in the public, such as in the social, economic, and political fields. Megawati Soekarno Putri is an example of a long debate in which conservative and

traditionalist religious groups reject her candidacy for president. Third, there are differences in leadership style. Jill Blackmore said that some men understand women's leadership as a struggle by women for structural and cultural domination, which is owned by men.

Women leaders can not be separated from the assumption of common sense (general knowledge) in society, which says that women have various weaknesses that cannot be changed by nature. Among them is that women as wives, so they can accompany their husbands as a mother as well as an educator, the role of fostering the younger generation, and a workforce in her profession. Based on these functions, there are two aspects related to careers, namely as educators and young generation advisors. Women have the right to be leaders in schools. However, the limitations of the role of women as leaders in school are still challenging to eliminate.

Gender equality is prioritized in the frame of optimizing human resources in Indonesia. Likewise, in educational institutions, some were found to be led by women. Women as a leader often experience many obstacles that are obtained from many aspects, such as society that over-expectations. The public believes that a potential leader is merely a man. The assumption suggests that women are seen as physically unable to carry out heavy tasks. The statement is indeed true if we look at some aspects that are naturally attached to a woman, by which, unfortunately, it can be used as an obstacle for her in carrying out her duties as a leader.

The above obstacle raises the belief that women are still in a weak and helpless condition. [9] stated that women have a syndrome called the Cinderella complex. Cinderella complex is a condition showing that, in the end, women feel uncomfortable and insecure when they play their roles. Women are not infrequently associated with dependent or independent conditions. This dependent nature becomes the main factor of distrust of the ability and strength they have in a leadership position in the organization and the world of work.

Mojokerto Regency has many female figures as school principals. This research on the principal's leadership is essential to do because the principal is the sole leader in the school who has the responsibility to influence all parties involved in educational activities in schools to work together in achieving school. Based on pre-research data in Mojokerto District, there was a school principal who survived for three periods by moving to three schools, and the school she led became a successful school during her leadership.

The school principal mentioned above is considered as a successful leadership in leading a successful school in the sense that the school is more advanced than before it was led—for example, Senior High School I Trawas, which was once led by Endang Binarti (EB). Before EB had not led the school, this school used to lack students in every PPDB (Enrollment for New Students). However, since then, school performance is increasing. When EB led it, the school does is more prolonged lack of students. In the field of sports and arts, under her leadership, the school always wins a competition at the national level. During leading Senior High School I Bangsal, EB also improved achievement in non-academic activities.

Furthermore, in Senior High School 1 Trawas, this school is deemed a truly advanced high school regardless of its leadership. Significant changes by looking at some of the school achievements that have been achieved during the EB leadership so that the EB is considered to have superior leadership or referred to as a successful leader in leading a school. [4] formulates the role of leadership to be very strategic. It is because the main task is to humanize humans in achieving progress as expected. At the same time, it is also expected to be able to secure the comfort of the teachers and other subordinates. With the strength of his leadership style, the principal is expected to awaken the teacher's commitment to the school.

Furthermore, increasing commitment to their duties and obligations. In the end, get job satisfaction is achieved. Related to this problem, the leadership of Senior High School principals who succeeded in the Mojokerto Regency in this study is worthy of being studied.

The successful implementation of education is one of the success factors for a nation because education can prepare human resources that will play a proper role in building the nation. Formal education is aimed at forming and providing human resources, which happens in an educational institution and is led directly by the principal. Every educational institution certainly has a desire to provide the best education so that it can produce quality output.

Successful school principals in Mojokerto made this research further studied. To get a depiction of successful principals, the research began with the competency of the female school principal and the vision and mission of the school that was made.

II. THEORITICAL STUDY

A. Female Leadership Figure

Humans are social creatures that live in groups so that they want to form an organization. The organization will run well to adjust to the pattern or structure of the organization. An organization can run well is through the existence of a leader who has the expected capacity and skills. However, this is not easy because every chosen individual sometimes has not been able to bring organizational run well.

Reference [10] opinion of leadership is related to the process of persuasion to pursue goals. The statement means that the lead actor is an attempt to persuade people to want to pursue the goals set. This opinion is supported by researchers who considers the process of influencing activities in certain situations. The action cannot be separated from efforts to give influence to others in dealing with a problem in a particular situation. It causes the emergence of followers who directly or indirectly carry over the influence given by a leader to do something.

One different opinion is suggested by [11], stating that leadership is the process of giving the influence to achieve changes in themselves and others. It shows that in exercising leadership, giving influence is based on the desire to change oneself and others. Measuring the success of leadership attitudes and actions taken by leaders is used as a barometer as a measure. While leadership was stated by [12], as enthusiasm had an influence, leadership would not be born without the leader's enthusiasm for giving influence.

From the opinions above, a strong encouragement or motivation is a motivation of leaders why he/she want to influence others because of the goal to be achieved. Enthusiastic leaders need to be accompanied by the ability of how to influence others to be eager to obey instructions. Leadership appears not only as access to the existence of positions in every organization, but leadership is expected to have a significant function and role

The function and role of the leader are needed in the success of the management or development of the organization. Therefore, every leader of the organization must be able to understand the leadership function with excellent results. It is expected and avoided by various deviations committed.

Formally, the structural position of a leader is given officially by the government. The existence of a position like this leads to the person in charge who must carry out subordinates following applicable regulatory procedures. Informally, leaders can only function as individuals who

can lead a particular group or community without having to provide procedural and structural tasks.

Hence, this leader figure does not have a structural position but has a functional position as a leader—for example, a leader in a study group conducted by students. The leader is only appointed to carry out leadership activities or actions without having to support a position or structural position that requires the leader to carry out procedural activities in carrying out or carrying out his/her leadership.

B. Successful Female School Principal Leadership

The phenomenon of gender equality is often a hot topic discussed by many people in the world. Many things underlie this discussion about gender, such as the emergence of marginalization of women, sexual harassment, and also the emancipation of women who have recently attracted the interest of many parties to highlight these issues. However, behind the emergence of these issues, which become its problems in various fields of science, there is a big question related to the term 'gender' or 'gender equality' amid society. Many people are confused by the definitions by experts and those that have developed in society.

Therefore, as a first step to discussing gender issues or problems and gender equality, it is necessary to know some definitions of gender or gender equality as follows: [13] defines gender as the cultural expectations of men and women. The opinion is supported by [14], who states that gender relates to all the provisions of society regarding the determination of a person as male and female. The two statements emphasize that understanding the term 'gender' is inseparable from the cultural context that develops in a society where there are provisions that lead to differences between men and women. It also shows that culture plays a role in eliciting a determination related to a person's status, whether including the type of male or female.

This determination will be recognized in society and have implications for the form of one's social life through the attitudes and behavior that will be demonstrated. For example, someone who lives in a Muslim-oriented country, then anyone who is female, must show his attitude and behavior as a devout, polite, and well-mannered Muslim figure who can be demonstrated through her style of dress, speaking, and socializing amid society.

Based on this explanation, the term 'gender' is not the same as the term 'sex.' What happens in the term 'sex' only distinguishes between men and women. The difference is directed to the physiological aspect of the human body or the biological side where males have a penis and testicles; they have a mustache and beard and a cache in the neck that will affect the productivity of sound types. They have

more considerable muscle and body strength, all of which differ from what women have.

What happens to gender is more likely to be seen from the benefit of social context. The point is that the roles and functions distinguish the differences between men and women of gender in social life based on cultural values and norms that develop in society [15]. Thus, there is a possibility for a difference in understanding the term of gender in society and communities.

For example, it is often found that in a community, women act as heads of households who should work and support the family, while men are tasked with taking care and doing work related to household affairs. This situation might be different from what happened in other societies. These differences are influenced by the existence of cultural values that develop in each different society. Most importantly, understanding the term 'gender' is not the same as understanding the term 'sex' in human life.

The important thing that needs to be understood to discuss women's problems is to distinguish between the concept of sex and the concept of gender. Understanding and distinguishing between the two are essential for analyzing to understand the problems of social injustice that befall women. It is due to the close relationship between gender differences and gender inequalities with the structure of society's more great injustice. Therefore, it is that there is a connection between gender issues with other social injustice issues. An understanding of gender is essential, given that the concept of gender analysis has been born.

Theoretically, the women's movement has changed our perspective on gender and politics. In feminism theory, gender is defined as a socially constructed role, which means that it is the result of a political arrangement and is open to social and political analysis. To understand this, we must look at what social scientists are doing, not what God predestined, in distributing roles, responsibilities, and duties between women and men.

This radical paradigm, it is said, was first introduced by Margaret Mead, who researched gender roles and responsibilities in primitive societies. Mead found that there is no universal gender role; the role differs from one society to another. However, Mead found one thing in common: that whatever men did was always valued more highly by the villagers than what women did. In modern terms, men perform tasks that automatically give them a higher status. Almost everywhere in the world, men enjoy superiority over women, and this is considered as a social construction.

This theory was first proposed by Kate Millet, who observed that women and men were traditionally

distinguished in three ways: temperament, role, and status. It was developed various stereotypes that discriminate against women, such as women being more passive and men more active, dependent women and independent men, emotional women, and rational men. As a result of this temperament distinction, women are less comfortable searching for the truth for themselves and prefer to rely on feelings to find the truth; meanwhile, men concentrate on what is considered truth. Of course, this sex difference, real or not, will have a significant impact on women who are trying to achieve success in a world with values determined by men.

The emergence of issues in society related to gender equality is often caused by misunderstandings in interpreting the differences between men and women in terms of their functions and roles as viewed through the sector of biological differences. It is not hypocritical that differences in the biological side that exists in men and women can affect their roles and functions in social life.

In this case, every human being of the male sex is more suitable to play his role and function as the head of the family who is responsible to the family through work activities as an effort and effort to provide for the family itself. The physical or biological condition of men who are better (more prominent and more reliable) requires them to do more substantial activities. They are also required to be responsible and protect the family from the disturbances and miseries that may endanger their families. For this reason, men are more trusted as more powerful figures than women.

Nevertheless, along with the times that are influenced by science and technology development, men are not the only people who can carry out various activities that demand more roles and functions. Women also try to show their potential and abilities so that they can match what men do. It is the beginning of the desire for women to do what is known as 'women's emancipation' and 'gender equality.'

C. Female and Their Leadership

The current gender equality has an impact on the shifting of the position and position of women and females in the world. They are no longer considered as second-class or marginal people with menial jobs and only serve as servants of men. However, they experienced a massive breakthrough to equal and even exceeded the position and position that men can achieve. It is proved by the many female leaders who lead various agencies and countries. Thus, women have had the same opportunities as men to reach the throne and leadership positions in various fields of life.

From various historical views, social reality in many countries has allowed women to occupy public positions. For example, the former United States Secretary of State, Madelaine Albright, and current, Hillary Clinton, is the example of female leadership. Likewise, former British Prime Minister Margaret Thatcher died some time ago; the former Prime Minister of Pakistan, Benazir Butho; former Minister of Finance of Indonesia, Sri Mulyani; Indonesian Minister of Health, Nafsiyah Mboy; Chair of PDI Perjuangan, Megawati Soekarno Putri and many more.

It is proven that they are all women who hold positions as leaders in their respective environments. Not to mention those who occupy leadership positions in the business world, NGOs, community organizations, the world of education, cooperatives, industry, agriculture, and others. In short, women's leadership has become an indisputable social reality.

D. Female Leadership as A Principle

Many definitions explain the meaning of leadership. [16] defines leadership in a word, influence. Maxwell wrote that the topic of leadership is widely discussed, and there are more than 50 definitions. However, from four decades of experience studying leadership, he concluded that leadership is influential, nothing less. His favorite saying about leadership is that people think that he is a leader, and nobody follows him, so he walks.

Those Maxwell's views are in line with that of James C. Georges, who proposed his definition that leadership is the ability to get followers. He mentioned names like Hitler, Churchill, Kenned, and others. They are all leaders. Despite the difference in the value system they profess, they all have followers. Therefore, they can be called as leaders. The problem is that many people think that leadership is synonymous with the ability to reach positions, not gain followers. Therefore, when they have reached that level or position, they think they have become a leader. This view creates two problems: those who have reached this particular position and think that they have become leaders will experience frustration because of their few followers. On the other hand, those who do not have a position or status do not feel like leaders and, therefore, do not develop their leadership potential.

Nowadays, many women or women have held prominent positions as leaders in various organizations or institutions, both government and private. It means that people's trust in the potential and ability of women to lead is unquestioned. The proof is that women leaders have also presented various successes in running the wheels of leadership.

The most important thing to know about women's or women's leadership is related to the leadership style, and

the women leaders show effectiveness. Several studies have shown that women's leadership is more effective in contemporary society [17]. In terms of leadership style, women leaders are assumed to be more likely to be oriented to work and task relationships than male leaders [18].

Other research results suggest that female leaders are often not valued when they lead in a masculine style than male leaders. Meanwhile, related to the application of transformational leadership attitudes, and found a small but essential difference between women and men leaders, namely the style of women leaders tended to be more transformational than men. Nonetheless, acts of harassment on the ability of women leaders to apply transformational leadership styles by male subordinates appear to be quite large. More specifically, in the field of education, female leaders with transformational leadership attitudes or styles are more effective than male leaders. It is related to their efforts in providing social services to their subordinates.

Related to the work of women leaders, to improve their career paths, women often have difficulty promoting themselves as leaders. As a result, they are also more likely to be facilitators of male leaders. Hence, male leaders play more roles in the negotiation efforts that were held those of women leaders. All of these things were considered as social barriers posed by women's leadership.

III. RESEARCH METHODOLOGY

A. Research Approach and Type

This study used a qualitative method that studies about existing problems and working procedures in effect to describe what was going on to obtain information about the existing situation. Researchers determined the research approach used in order to solve research problems; this was strengthened by the opinion of stating that "In practice, the society is faced with a variety of options and alternatives and has to make strategic decisions about which to choose." Thus, the right research approach will ultimately lead researchers to start research correctly.

The type of research used in the present study was a case study. The case study was chosen in this research because it is one form of qualitative research that can be used primarily to develop theories drawn from several research settings. The object of this research was the leadership of successful female school principals at Senior High School 1 Trawas.

B. Research Location and Collection

1) Research Location

This research was conducted at Senior High School 1 Trawas. The objects of research here is Senior High School 1 Trawas, located on Jl. KH. Trawas countermeasure district. Mojokerto. The researchers were interested in conducting this research because the schools have experienced in very significant progress with the leadership of new principals wherever the principal leads could always bring change in the school she led with indicators of the many achievements that have been obtained.

2) Research Collection

The data used in this study were in the form of primary data and secondary data. Primary data were obtained directly from informants and direct observation at the research location, namely the Leadership of a successful school at Senior High School 1 Trawas. While secondary data processed in the form of written scripts/documents, in this study, secondary data were needed because secondary data essential to form the syllabus, lesson plans, and other documents related to the Leadership of successful female school principals in Senior High School 1 Trawas Mojokerto.

3) Data Collection Technique

In this study, data collection techniques used three data collection techniques, namely participant observation, in-depth interviews, and study of documents.

IV. RESULT

Based on the results of the study, the leadership of a successful female principal, in this case, was a state senior high school led by a woman. We observed how the leadership at Senior High School 1 Trawas was led by a woman who was carried out in a disciplined manner to lead her subordinates. She was not deemed in hierarchical but slightly more full (apply various ways of leadership such as democratic, participatory, and distributed to motivate her subordinates); with a wise personality and discipline, a woman can also lead successfully. In this case, the school principal was also a creative and innovative figure and able to create changes that could support the process of improving school quality.

The principal was able to build cooperation and harmonious relationships with the attitude of mutual give and take, the attitude of cooperation, with an atmosphere of mutual trust and respect. Subordinates need motivation and the attention of leaders, especially when subordinates found difficulty in their duties. Attention here is not only

by giving rewards to subordinates who do the job or tasks well but can also be done by giving a warning to subordinates who make mistakes. As a female school principal and educational leader, the school principal must be able to help teachers understand the common goals to be achieved. Besides that, the principal must be able to generate high work motivation, create a pleasant, safe, and full of enthusiasm working atmosphere. It means that the principal can share authority in decision making because many responsibilities must be carried out as the principal

Also, based on the study results, it can be concluded that: (1) The leadership of female school principals in Senior High School 1 Trawas Mojokerto in improving school achievement was oriented to the leadership style of task behavioral dimensions that is democratic, participatory, and distributed. Gender stereotypes about women are considered people who take part in the domestic sector, making them accustomed to performing their duties and responsibilities timely. Based on this theory, female school principals at Senior High School 1 Trawas Mojokerto played a vital role in the improvement of a favorable attitude to the duties and responsibilities of the teachers and administrative staff, including discipline, work atmosphere, proposed regulations, and procedures. So that it can motivate teachers to improve their performance and their work; (2) The leadership of the female school principal highly has a positive influence on teacher work motivation. (3) The principal always gives teachers motivation to be continuously related to the teacher's enthusiasm for work, responsibility, and recognition of success for teachers who have done an excellent job; (4) Efforts by principals in motivating teachers to improve teacher work will have an impact on the quality of student learning

V. CONCLUSION

Based on the focus of research and explanation of the research results on the successful leadership of female school principals in Senior High School, it can be concluded as follows. The successful leadership of a female school principal in Mojokerto can be achieved an inevitability. The concept of education continues to develop towards perfection and goodness. The paradigm shift in the world of education is in line with the demands of the needs. Women's leadership undergoes many changes that encourage the development of gender equality.

REFERENCES

- [1] Rivai. 2007. H., & Selva, T. (2013). Analisis multivariante: teknik dan aplikasi. Bandung: Alfabeta.
- [2] Bush. (2007). Leadership modes: success strategies for multi-cultural teams. Journal of management.
- [3] Sergiovanni. 2001. Membangun Masyarakat Memberdayakan Rakyat. Bandung : PT. Refika Pratama.
- [4] Doll. 2012. Enhancing employee outcomes the interrelated influences of managers' emotional intelligence and leadership style, Leadership & Organization Development Journal, 33 (2), 149 -174.
- [5] Triwiyanto. 2003. Perilaku organisasional. Yogyakarta: Caps.
- [6] Kristiawan et al. 2017. Kepemimpinan kepala sekolah. Bandung: Pustaka Setia.
- [7] Linda Coughlin. 2005. Kamus lengkap psikologi. (Kartini Kartono, Penerjemah). Jakarta: RajaGrafindo Persada.
- [8] Ya'kup. 2006. Kepemimpinan, sistem dan struktur organisasi, lingkungan fisik, dan keefektifan organisasi sekolah. Jurnal Ilmu Pendidikan LPT dan ISPI, 19 (1), 56-60.
- [9] Dowling. 1981. Leadership for school success: lessons from effective principals, International journal of educational management, 28 (7), 798 - 811.
- [10] Gardner's. 1990. Linking emotional intelligence, spirituality and workplace performance Definitions, models and ideas for research, Journal of Managerial Psychology, 17 (3) 203 - 218.
- [11] Lussier. 2007. Primal leadership: kepemimpinan berdasarkan kecerdasan emosi (Alih Bahasa: Susi Purwoko) Jakarta: Gramedia Pustaka Utama
- [12] Yukl. 2002. 10 Virtues of outstanding leaders: leadership & character. USA: Wiley-Blacwell A John Wiley & Sons,ltd, Publication.
- [13] Lips. 1993. Soft skills in health careers programs: a case study of a regional vocational technical high school. Theses & Dissertations. Boston: University Theses
- [14] Lindsey. 1990. How Leadership Influences Student Learning: A Review of Research for The Learning from Leadership Project. New York: The Wallace Foundation
- [15] Wilson. 1989. Spirituality and performance in organizations: a literature review, Journal of Business Ethics.
- [16] Maxwell. 1993. French, (1985) Effective schools and effective teachers. Allyn and Bacon Boston London Sydney Toronto: Printed in the United States of America.
- [17] Rosener. 1995. The leadership challenge. America: Published by Jossey-Bass A Wiley Imprint.
- [18] Eagly and Johnson. 1990. Kepemimpinan berbasis nilai budaya lokal dalam menciptakan iklim sekolah, Jurnal Administrasi Pendidikan UPI, 14 (2),60-81).