



## **The role of head school leadership in the Technology utilization (Study at Rex Mundi senior high school, Manado-Indonesia)**

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### **Abstract**

Facing the challenges of the millennial context of the industrial revolution 4.0, a school principal is required to be able to utilize information technology optimally in making effective the implementation of duties as a leader and manager in an education unit. This requires that the principal has the ability (competence) in the field of information technology, especially learning technology as a means of supporting the performance of the principal to more effectively carry out the implementation of the principal's tasks related to the principal duties and functions of the principal. The approach used in this study is "naturalistic qualitative" because this research was conducted in a natural situation or in a "natural setting" and most of these methods collect data that are qualitative and do not use measuring devices (Nasution, 1994: 5). In this study, researchers try to find and find theories based on data collected, not testing hypotheses based on certain theories, but rather discovering patterns that might be developed into theories. This research was conducted at the Rex Mundi Catholic High School in Manado on Jalan Samratulangi street City of Manado. Based on the findings and discussion of research on the principal's leadership in the use of technology in the Rex Mundi Catholic High School in Manado, the following research conclusions are drawn: 1. Principal's leadership in the use of technology in the Rex Mundi Catholic High School in Manado. Overall the principal's leadership in utilizing technology has not been maximally implemented and utilized.

**Keywords:** leadership, headmaster, information technology

### **1. Introduction**

Improving the quality of education is a government obligation that has been mandated in the opening of the 1945 Constitution and the body of article 31 concerning the National Education System. The goal of national education in general is to improve the quality of human resources (HR) listed in Law no. 20 of 2003 article 31 concerning the National Education System.

Minister of Education and Culture Regulation No. 6 of 2018 also positions full headmasters as school leaders and managers, no longer burdened with teaching assignments. It is intended that the principal can focus on carrying out their duties to improve the quality of the school. Article 15 paragraph <sup>[1]</sup> states that "the workload of principals is entirely to carry out the main tasks, namely managerial, entrepreneurship development, and supervision to teachers and education staff." Then in paragraph <sup>[2]</sup> it is stated that "the workload of school principals as referred to in paragraph <sup>[1]</sup> aims to develop schools and improve the quality of schools based on 8 (eight) national education standards."

In line with national education goals the principal must act as an effective manager and leader. As a manager he must be able to manage so that all potential schools can function optimally. This can be done if the principal is able to perform management functions properly, including: <sup>[1]</sup> planning <sup>[2]</sup> organizing <sup>[3]</sup>, direction <sup>[4]</sup>, supervision. (Mukhtar & Iskandar, 2013: 83) <sup>[9]</sup>. Management is the process of planning, organizing, leading and controlling the efforts of the members of the organization and the utilization of all organizational resources in order to achieve the stated goals. James A.F. Stoner (in Wahjosumidjo, 2013:

94) <sup>[36]</sup>. Three important things from the definition are process, utilization of all organizational resources and achievement of organizational goals.

As the principal's manager must be able to plan, organize, lead and control the efforts of the members of the organization and the utilization of all organizational resources in order to achieve the goals set. school resources include funds, equipment, information, and human resources that function as thinkers, planners, actors and supporters to achieve goals. (Wahjosumidjo, 2013: 94) <sup>[9]</sup>. The impact of the 4.0 industrial revolution on education in Indonesia today is very visible in the increasingly unified activities of schools with information technology. Thanks to advances in information technology, new knowledge and information can spread easily and quickly, and can be accessed by anyone who needs it. Education experiences a very significant disruption. The role of the teacher who has been the only source of knowledge has shifted. Students can use the internet to access quality knowledge and quality learning. Likewise, other important managerial tasks are also increasingly attached to the online world.

Facing the challenges of the millennial context of the industrial revolution 4.0, a school principal is required to be able to utilize information technology optimally in making effective the implementation of duties as a leader and manager in an education unit. This requires that the principal has the ability (competence) in the field of information technology, especially learning technology as a means of supporting the performance of the principal to more effectively carry out the implementation of the principal's tasks related to the principal duties and functions of the principal.

In addition to competing demands that must be possessed by the principal, the availability of infrastructure also poses a major challenge for principals in advancing quality education. Principals are required to be able to make use of the supporting facilities that is the existing information technology optimally. If so, then it is considered so urgent step in applying technology in the work of the principal.

Based on the description above, the purpose of the study is to formulate research findings and analysis on:

1. Principal's leadership in the use of technology in the Rex Mundi Catholic High School in
2. Manado
3. Factors that support the principal's leadership in the use of technology in the Rex Mundi Catholic
4. High School in Manado
5. Factors that hinder the leadership of the school principal in the use of technology in the Rex
6. Mundi Catholic High School in Manado
7. 4. Efforts are being made to overcome the obstacles of the principal's leadership in the use of
8. technology in the Rex Mundi Catholic High School in Manado

## 2. Literature Review

Principal's leadership regarding the ability and competence of the principal, both hard skills and soft skills, to influence all school resources in order to be able to achieve the goals and targets set by the school. Effective leadership of school principals is leadership that is able to utilize all the potential that exists in schools optimally, so that educators, education personnel feel involved in achieving the goals and objectives set by the school. effective principals leadership is leadership that is able to provide satisfaction for school stakeholders. Effective headmaster's leadership is leadership that is able to provide inspiration and a good example.

To improve the quality of education in the education unit, the principal's leadership needs to be empowered. Empowerment means professional capacity building, so that school principals are able to play roles according to their duties, authority and responsibilities. The principal must act as an effective manager and leader. As a manager he must be able to manage so that all potential principals can function optimally. This can be done if the principal can perform the management functions properly, namely: (1) planning, (2) organizing, (3) direction (4) supervision.

Lipham & Hoer (in Sobirin, 2018: 95) states that the theories which are the basis for understanding the concept of the principal are

### a. General system theory

The systems approach in school administration is an interdisciplinary study and views schools as certain dynamics that focus their attention on the relationship between school units and the relationship between schools and the wider environment. Administration encompasses management science, human relations, and behavioral science approaches that are the background to the theory of applying the systems approach in schools not only the application of innovation techniques, but also includes planning and application programs to improve learning and services for all school residents.

### b. Social system theory

In view of social systems theory, schools are seen as complex, interactive and dynamic systems that are tested structurally and operationally. Structurally, school is a

unique social system in a hierarchical and parallel relationship, between superiors and subordinates, in a wider social system. Operationally, school administration always functions in a person-to-person interaction network.

### c. Value theory.

The value orientation adopted by individual principals, educators, teachers, students and parents is a force that determines behavior. Thus, the principal must be aware of the values held by himself as well as those held by others.

### d. Organizational theory.

Principals must understand very well the concept of organization, bureaucratic structure, power relations, and mechanisms to achieve conditions such as government unity, supervision and relations between staff.

As a consequence of the increasingly complex development of science and technology, the duties and responsibilities of the principal become even greater. The principal must be able to lead and empower all school resources. The principal is the driving force and determinant of school policy direction. For this reason the principal's leadership must empower all resources to realize the goals of the school productively in accordance with predetermined provisions.

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Information technology includes hardware and software to carry out one or a number of data processing tasks such as capturing, transmitting, storing, retrieving, manipulating or displaying data (Luke, 2000). Information Technology is technology that is used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely relevant, accurate and timely information that is used for personal, business, and governmental purposes which are strategic aspects for decision making. (Wardiana, 34).

Understanding of information technology according to several technology experts (in <https://desrihosiana.wordpress.com/2016/04/07/definisi-peranan-dan-d-impact-information-technology/>), namely:

1. Information technology is the study or electronic equipment, especially computers, for storing, analyzing, and distributing any information, including words, numbers, and images (Oxford dictionary, 1995)
2. Information technology is a set of tools that helps you work with information and carry out tasks related to information processing (Haag & Keen, 1996)
3. Information technology is not only limited to computer technology (software & hardware) that is used to process or store information, but also includes communication technology for sending information (Martin, 1999)
4. Information technology is all forms of technology applied to process and transmit information in electronic form (Lucas, 2000)
5. Information technology is technology that combines computing (computers) with high-speed communication lines that carry data, voice and video (William & Sawyer, 2003)

Basically, technology was created to help humans develop

themselves in the implementation of their duties. But in reality developing information technology can change the basis of the creation of such technology. Various impacts felt and experienced by humans on the development of information technology, both positively and negatively. The impact of information technology in education.

### 3. Research Method

The approach used in this study is "naturalistic qualitative" because this research was conducted in a natural situation or in a "natural setting" and most of these methods collect data that are qualitative and do not use measuring devices (Nasution, 1994: 5) <sup>[18]</sup>. In this study, researchers try to find and find theories based on data collected, not testing hypotheses based on certain theories, but rather discovering patterns that might be developed into theories. Qualitative research methods are research methods used to examine natural object conditions (natural settings), where researchers are the key instruments, and data collection techniques are carried out by triangulation (combined), data analysis is inductive based on facts found, then constructed into a hypothesis or theory, and qualitative research results emphasize the meaning of the generalisai (Sugiyono, 2010: 1) <sup>[29]</sup>.

With this qualitative research approach, the researcher will make a description of the object of the object being studied systematically, be it about facts, properties and various things related to the research theme. Based on the theme discussed, namely Principal Leadership in Technology Utilization in the Rex Mundi Catholic High School in Manado, this research was classified into the type of case study research. Technically a case study is a study that intensively studies the background of the present situation and the environmental interaction of a social unit, individual, group, institution or community (Suharsimi Arikunto, 2002: 14) <sup>[2]</sup>.

This research was conducted at the Rex Mundi Catholic High School in Manado on Jalan Samratulangi street City of Manado. This place was chosen based on the assumption that it should be categorized as one of the High Schools that have used information technology optimally in the city of Manado. When the study was conducted in October 2019 until February 2020. The data needed in this study is data about the Principal's Leadership in Utilizing Technology.

The data source of this study consisted of primary and secondary sources. Primary sources are the principal, teachers, students, and administrative staff. While secondary sources are obtained from agency documents. The data collected by the researchers generally concerned the principal's leadership in the use of technology in Rex Mundi Catholic High School. The procedure used by researchers in this study refers to the opinion expressed by Nasution (1996: 33) <sup>[19]</sup> as follows: Stages of Orientation, Stages of Exploration, Stages of member check, Triangulation.

The data analysis technique used in this study is qualitative data analysis, following the concept given by Miles and Huberman (in Sugiono, 2016: 337). Data analysis in qualitative research is carried out when the data collection takes place and after the data collection is completed within a certain period. Miles and Huberman suggest that the activities in qualitative data analysis are carried out interactively and continue continuously until they are finished, so that the data is saturated. Analysis activities consist of three activities that occur simultaneously, namely:

reduction of data presentation and conclusion drawing (verification).

### 4. Result and Discussion

The purpose of the Rex Mundi Catholic High School in Manado has a starting point from the National Education Goal, which is to educate the nation's life as contained in the school's Vision - Mission. The operational strategy is to carry out the ideals in accordance with the Vision and Mission of the school mandated in Permendikbud No. 20 of 2016 concerning Graduates and Permendikbud No. Competency Standards No. 21 of 2016 concerning Content Standards.

From the results of interviews, observations and documentation studies on the leadership of school principals in the use of technology in the Rex Mundi Catholic High School in Manado, researchers found several things about the role of the principal, head of the foundation, educators, education staff, school committees, parents of students and students in the utilization technology, as follows:

#### 1. Planning

As a school principal, the important thing to do is to collaborate with the foundation as the school organizer and the government as a working partner as well as educators and education staff, parents, students and even all stake holders. The headmaster always strives to keep abreast of the times and meet the educational needs in accordance with the demands and expectations so that the school still exists and develops in reality and service.

#### 2. Organizing

In organizing school principals try to gather and empower human resources in accordance with their respective tasks and functions as well as material resources of schools in collaboration with the Foundation. However, researchers found that the principal needs to also develop human resources in accordance with the competencies possessed, especially the ICT teaching staff available at Rex Mundi Catholic High School in Manado, only one person while the number of students there are 670 people. It is true that there is one teacher who teaches ICT with a Japanese S1 qualification but does not match the competencies possessed despite having skills. In addition to developing the teaching staff, principals also need to pay attention to the development of teaching staff, especially the head of the TU, so that they can meet the provisions of the Ministry of Education Regulation No. 24 of 2011 on the standard of school / madrasah / senior high school / madrasah levels. "The head of administrative staff is an S1-educated study program relevant to work experience as a school / madrasa administrative staff of at least four years. Or an equivalent D3, a study program relevant to work experience as a school / madrasah administrative staff of at least eight years ". Based on observations, document studies and interviews, the researchers looked at the current head of TU qualification in high school majoring in social studies with a five-year work term and held the head of TU for 6 months and did not yet have a certificate. Therefore, it is necessary to follow the development of education in order to provide services as expected.

#### 3. Implementation

Implementation of the principal's leadership in the use of technology requires good planning and organization. As recognized by the school principal and several teachers as well as the findings of researchers that it is true that space

limitations are a problem that exists in the Rex Mundi High School in Manado. Therefore we need a good organization / arrangement for the use of existing rooms in order to meet the expected needs in accordance with the reference or initial analysis, namely the need for a computer lab for learning and a multi media lab for the development needs of student creativity. In addition, as expected by the school, the principal also needs to develop computer facilities to be more adequate both in terms of the amount available and the increase in specifications so that upgrading continues according to needs and demands. To meet the needs of classroom learning that is more creative and innovative the school principal also needs to open access to a wider wifi network so that it can be utilized not only during the midterm and end of semester assessments using the CBT system as is happening right now, so that learning time requires students' internet networks use their respective data. On the other hand this requires additional costs that may not be met by all existing students.

#### 4. Supervision

The big challenge and homework of all school members is the awareness of students in their optimal use for the interests and learning needs so that there is no deviation or misuse. In addition to the advice given by school principals and teachers at all times and restrictions on their use, the researchers found that it was important to increase student awareness by opening up as much knowledge as possible about the benefits of using appropriate technology and the effects of improper use. In this case the school principal needs to increase the maximum cooperation with related parties / institutions to provide understanding to the students. The role of the head of the foundation as the organizer of the school the head of the foundation always strives to meet and strive for the needs that exist in each unit and to develop both human and material resources, namely the supporting infrastructure. For the development of the capabilities / competencies of teaching and educational staff carried out through work programs in units and foundations, among others: IHT, workshops and others which are held twice a year.

Based on observations, interviews and documentation studies, the principal's leadership in the use of technology has not been optimal. The indicators are:

##### a) Limited space.

The need for computer lab space is a problem in Rex Mundi Catholic High School in Manado. The addition of one computer lab room is needed to optimize learning activities in the computer lab. Also other supports such as computers that are currently available are 55 units while the number of students is 670. Likewise, is the development of applications to suit the needs and demands that are always upgrading with the times.

##### b) Class wifi access network that is not yet open for the development of learning facilities for teachers and students.

The wifi access network in the class is only used for the implementation of the midterm and final semester exams using the CBT system that utilizes each student's mobile phone. This requires sufficient internet access so that it requires pulses of personal data.

##### c) Information technology personnel / teachers who have not yet met the needs.

One tick teacher who teaches with a total of 21 and 670 students is not optimal.

##### d) Administrative staff in this case the head of TU who has not met the provisions of the national education minister regulation number 24 of 2011.

The head of administrative staff is a graduate with relevant relevant work experience as a school / madrasa administrative staff of at least four years. Or an equivalent D3, a study program relevant to work experience as a school / madrasah administrative staff of at least eight years ".The current head of TU is a high school qualification majoring in social studies with a term of 5 years but has served as head of TU for 6 months and does not yet have a certificate.

e) School committees that play an important role in supporting school development do not function optimally. The school committee is only appointed directly by the principal at the meeting of the parents and does not have a committee supporting team / team.

f) Lack of student awareness in optimizing the use of technology appropriately as a learning medium.

Efforts are being made to overcome the obstacles of the principal's leadership in the use of technology in the Rex Mundi Catholic High School in Manado. The concept that offers close collaboration between schools, foundations, governments, committees, parents of students, the community and educational development institutions with their respective responsibilities in improving the quality of education through the use of technology is the best and most complete way to education according to the needs and the demands of the times.Placement and development of school resources, that is, human resources, requires proper planning and organizing in accordance with the competencies and qualifications that are supposed to be as well as optimizing material resources to be able to meet the needs and demands in order to achieve school goals.

The complexity of the problems faced by schools will become obstacles in the development of education in accordance with the needs, demands and development of the era. Therefore according to Mukhtar & Iskandar (2013: 84)

<sup>[9]</sup> To overcome the constraints of less than optimal leadership of principals in the use of technology need the ability to regulate so that all potential schools can function optimally. This can be done if the principal is able to perform management functions properly, namely: 1) planning 2) organizing 3) direction 4) supervision. Three important things about management, namely: the process, the utilization of all organizational resources and the achievement of organizational goals.

## 5. Conclusion

Based on the findings and discussion of research on the principal's leadership in the use of technology in the Rex Mundi Catholic High School in Manado, the following research conclusions are drawn:1. Principal's leadership in the use of technology in the Rex Mundi Catholic High School in ManadoOverall the principal's leadership in utilizing technology has not been maximally implemented and utilized. As leaders and managers of school principals, they have not performed their management functions properly, namely: 1) planning 2) organizing 3) direction 4) supervision. Three important things about management, namely: the process, the utilization of all organizational resources and the achievement of organizational goals. As a

result, schools are still lacking in achieving technological achievements. Even though Rex Mundi Catholic High School has many achievements in other fields and is also one of three schools in Manado that implement technology learning.

Supporting factors for the principal's leadership in the use of technology:

- a. The headmaster always carries out his main duties and functions as a leader and sets an example for his subordinates.
- b. The school principal always tries and works hard to improve the quality of the school in terms of quality and quantity, such as the existence of plans and implementation of school development both human resources and supporting infrastructure.
- c. The principal always fosters good cooperation and communication with the foundation and there is support from the head of the foundation as the school organizer.
- d. Good support and collaboration with parents and school committee.
- e. The existence of supporting infrastructure, although not yet adequate and maximum.
- f. The existence of human resources who have S1 and even S2 qualifications.

3. The inhibiting factors of the principal's leadership in the use of technology. The obstacles to the principal's leadership in the optimal use of technology are:

- a) Limited space. The need for computer lab space is a problem in Rex Mundi Catholic High School in Manado. The addition of one computer lab room is needed to optimize learning activities in the computer lab. Also other supports such as computers that are currently available are 55 units while the number of students is 670. Likewise is the development of applications to suit the needs and demands that are always upgrading with the times.
- b) Class wifi access network that is not yet open for the development of learning facilities for teachers and students. The wifi access network in the class is only used for the implementation of the midterm and final semester exams using the CBT system that utilizes each student's mobile phone. This requires sufficient internet access so that it requires pulses of personal data.
- c) ICT staff / teachers who have not met the needs. One teacher who teaches with a total of 21 and 670 students is not optimal.
- d) Administrative staff in this case the head of the Administration who has not met the provisions as stipulated in Minister of Education Regulation No. 24 of 2011 concerning the standard of school / madrasah staff / senior high school / MA / SMK / MAK / SMALB administration. "The head of administrative staff is an S1-educated study program relevant to work experience as a school / madrasah administrative staff of at least four years. Or an equivalent D3, a study program relevant to work experience as a school / madrasah administrative staff of at least eight years". The current head of the TU is a high school qualification majoring in social studies with a term of 5 years but has served as head of TU for 6 months and does not yet have a certificate.
- e) School committees that play an important role in supporting school development do not function optimally. The school committee is only appointed directly by the principal at the meeting of the parents and does not have a committee supporting team / team.
- f) Lack of student awareness in optimizing the use of technology appropriately as a learning medium.

4. Efforts are being made to overcome the obstacles of principals' leadership in the use of technology in the Rex Mundi Catholic High School in Manado.

- a. Doing good cooperation and communication with the foundation as the manager of education.
- b. Follow and adjust educational needs in accordance with the times and

- c. Improving facilities and infrastructure, human resources and other needs.
- d. Supervise the use of these students.

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