



# Analysis of Charismatic Leadership Style Implementation by School Principals in Enhancing Teacher Performance and Professionalism: A Study of 61 Elementary Schools

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## ABSTRACT

Effective school leadership is critical for enhancing teacher performance and professionalism. This research aims to analyze the application of the school principal's charismatic leadership style in improving teacher performance and professionalism at an elementary school in Indonesia. Employing a descriptive qualitative research design, this study systematically explores the unique traits and behaviors of charismatic leaders, including their strong charm, self-confidence, clear vision, and ability to inspire followers. While charismatic leadership positively impacts values, ideology, and participation, it can also lead to a focus on personal loyalty and the use of power for personal gain. The success of charismatic leadership is evidenced by the close relationship between leaders and followers, with followers showing high commitment to the leader's vision. This study contributes to the education field by providing insights into how charismatic leadership can be harnessed to improve teacher performance and professionalism, highlighting both its benefits and potential drawbacks.

**Keywords:** *Charismatic Leadership, School Principals, Teacher Performance, Teacher Professionalism*



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## INTRODUCTION

Education plays a very important role in the development of society. The world of education currently faces the challenge of creating a learning environment that meets the needs and development of each student. The independent learning curriculum provides and encourages students to become more independent and responsible for their education (Subiyantoro & Arief, 2024). By combining an inclusive, participative, transformer leadership style, it is hoped that the school can become a creative and inspiring learning environment through this leadership style.

Education changes human behavior from uncivilized to civilized life because education develops all aspects of personality through the transformation of values by educating, teaching, and training (Sari et al., 2019). Law Number 20 of 2003 concerning the National Education System stipulates that 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 that needed by himself, society, nation, and state (Murni, 2019). In the world of education,

leadership influences all school staff members. Transforming leadership style is a leadership approach that is centered on enabling individuals to participate, be assisted, and develop their potential to achieve collective goals (Akmaluddin et al., 2020).

Minister of Education and Culture Regulation No. 15 of 2018 states that the essence of a school principal is a teacher who is entrusted with the role of coaching and leading the school. The job of the school principal is to act as a driver who determines policies made through school regulations, realizing school goals and realizing them so that the quality of education can be realized properly (Julaiha, 2019). The position of school principal occupies a strategic position in improving the performance of teachers (Mariana, 2021). Effective principal leadership depends more on the style his leadership. The ability of a leader to take control and make decisions is very important for professional teachers (Hasan, 2019). In addition, a leader needs to know a style of leadership that is effective and suitable to be applied to a particular organization or situation to achieve success (Gulo et al., 2021). In essence, understanding leadership styles helps a leader in taking ownership, control, and responsibility for the size and scope of the task faced. Leaders must have the right leadership style that suits the conditions and situations that they face (Akmaluddin et al., 2020). Schools as educational institutions are expected to be able to improve the quality of human resources in improving quality, they need to be managed, regulated, arranged, and empowered, so that produce products optimally (Ideswal et al., 2020). Internally, schools have teachers, students, curriculum, facilities and infrastructure. Meanwhile, externally, schools have relationships with other agencies both vertically and horizontally (Husni & Sari, 2023).

In the educational context, schools have principals, teachers, students, community, and government (Fauzi et al., 2019). The principal's leadership needs to carry out coordination, communication, and supervision, because weaknesses and obstacles often originate from a lack of coordination, communication, and supervision, resulting in different perceptions, as well as a lack of socialization from the principal to educational staff (teachers) (Ali et al., 2015). The teacher is wrong one factor determines the high and low quality of education as a benchmark for performance (Nadiya, 2023).

Transformational leadership style, the leader acts as a mentor or coach (Kuswaeri et al., n.d.). A charismatic school principal is a leader who motivates teachers to achieve the desired goals according to their achievements (Kuswaeri et al., n.d.). Carrying out duties as a leader is not an easy thing. Apart from being able to take the company in a direction Better yet, you must also be able to lead team members in that direction. Leadership (leadership) is the process of influencing, motivating, and enabling other people to contribute to the success and effectiveness of an organization or company in achieving goals (Kuswaeri et al., n.d.).

Initial observations and interviews were carried out with teachers and principals at State Elementary School 61 Banda Aceh, that the principal, according to the applicable regulations, provides education in his leadership in a guided manner by giving attitudes and making certain decisions at school involving teachers but has not yet made changes to the Independent Curriculum. Independent Learning is an approach taken so that students can choose the lessons they are interested in. This is done so that students can optimize their talents and be able to give back the best contribution to working for the nation.

Minister of Education and Culture Research and Technology, Nadiem Makarim said that Freedom of Learning is a concept of educational development where all stakeholders are expected to become agents of change (agent of change). These stakeholders include families, teachers, educational institutions, the industrial world, and society. The three indicators of the success of the Merdeka Belajar program initiated by the ministry are equal participation of students in Indonesian education, effective learning, and the absence of being left behind. "These three indicators can be achieved through improving educational infrastructure and

technology. Classroom infrastructure in the future must be better than today. Then platform Technology-based national education must also be encouraged." Structure The curriculum will be more flexible and lesson hours are targeted to be fulfilled in one year. The focus is even on essential material so that learning outcomes are arranged per phase, not per year.

The principal of Banda Aceh State Elementary School 61 has provided good service so that teacher performance results are better. Abilities and responsibility teacher as a form of teacher professionalism that does not yet meet the standards in developing creative, innovative, and effective learning methods to produce more established student graduates. Furthermore, there are still teachers who consider their profession only as an ordinary work routine, so they are unable to instill values of education in students. The teacher's role in teaching cannot yet be carried out optimally, considering the inadequate supply of teaching aids, teaching is not based on conscience but because of orders from superiors, so there is always pressure both during learning and in motivating students.

## METHODS

This research uses descriptive qualitative research, namely data collected in the form of descriptive words and sentences, and is documentation-based. According to Bogdan and Taylor, as quoted by Lexy J. Moleong (Zaini et al., 2023). Qualitative research is a procedure research that produces descriptive data in the form of written or spoken words from people and observed behavior. Meanwhile, descriptive research is a form of research aimed at describing existing phenomena, both natural phenomena and human engineering. This qualitative research method does something regular (systematic). Qualitative research is a research method used to research the natural condition of the object, where the researcher is the key instrument, and the data collection technique is done properly through triangulation (combination).

### *Research Population and Sample*

The population in this study were teachers and principals of State Elementary School 61 Banda Aceh. and the sample for this study was limited to 1 principal and 2 class teachers, 1 person administration, 2 first aid teachers, 2 honorary teachers, and 1 office boy.

### *Data Collection Techniques*

Data are all facts and figures that can be used as material to compile information. In data collection efforts, the author used in this research the observation method, interview method, and documentation method.

### *Test Wetness Data*

The data validity test in this research was determined using descriptive analysis credibility criteria. To obtain relevant data, the researcher checked the validity of the research data using the following chart:

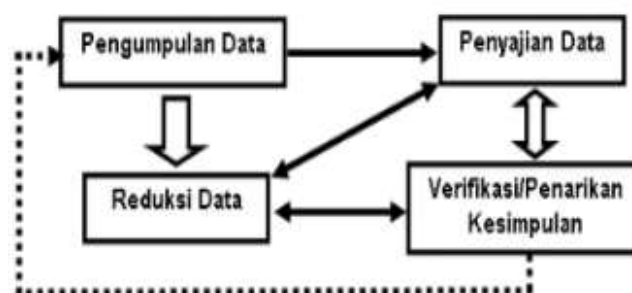


Figure 1. Research Design.

#### *Data analysis technique*

In carrying out data analysis, researchers refer to several stages consisting of Data Reduction, Data Presentation, and Conclusions. In this stage, the researcher analyzes the data that has been collected and then makes the data linked to the research carried out by the researcher from the results of the data obtained. Summarized and selected according to the research problem. The next step is to display the reduced data and then withdraw its conclusion and verification of the data.

## **RESULTS AND DISCUSSION**

The results of descriptive qualitative research are the results of qualitative data analysis which aims to describe and explain the phenomena studied without interpreting or generalizing. This research is carried out by collecting data from observations, interviews, or document analysis, and then identifying patterns or themes that emerge from the data. The results of this research begin with observations, followed by interviews, and end with documentation data from several data sources.

#### *Analysis and Findings*

In the discussion of this research, the results of the findings are to make it easier to analyze. The findings of this research are divided into three segments according to the existing problem formulation. The following are the research findings:

#### *Charismatic Leadership Style of School Principals 61 Banda Aceh*

The principal of State Elementary School 61 has a charismatic leadership style, this is because the Principal of State Elementary School 61 Banda Aceh has the characteristics of a charismatic leadership style that is ideal for teachers and school staff. Success The principal influences his teachers. Apart from having a charismatic style, the principal of State Elementary School 61 Banda Aceh is someone who always maintains harmony with all personnel at the school.

Leadership is a process that influences other people to have the same vision and mission and work together to achieve the organizational goals that have been set (Novita, 2024).. This leadership theory has developed and is widely explained according to current experts, one of which is the theory of charismatic leadership. Charismatic leadership emphasizes the existence of a special aura (Yanto & Fathurrochman, 2019), a leader who causes many followers to willingly obey and obey him. It is concluded that a charismatic leader must continue to maintain his privileges towards his followers in order obedience and their obedience does not fade It's here A charismatic leader needs to study and understand the various impacts and risks they will face in leading their organization.

Although it is known that this charismatic leader has strong self-confidence and dares to take on every risk great from his leadership. However, the continuity of the organization must also be maintained and maintained. Charisma has meaning award it could be said to be an extraordinary ability or aura that people in general rarely have.

#### *Performance Improvement*

Increasing performance with a charismatic leadership relationship pattern is dependent on a leader who always provides motivation and encouragement to his followers. Followers of this charismatic leadership will position themselves to obey the leader's wishes in all things. The behavior of a leader in charismatic leadership is driven by the need for power which is demonstrated through personal excellence (Sakinah et al., 2020). Charismatic leaders control other people either directly or indirectly by creating interpersonal relationships to

make the person dependent on them so that the person becomes an obedient follower and is dependent on him (A. Akmaluddin et al., 2021).

This charismatic leader does not give real authority and responsibility to his followers (Husni et al., 2023), but the leader can give the impression and magic power from his charisma (Iswani et al., 2024). This charismatic leader understands the strong needs of his followers so in return this charismatic leader only wants the obedience of his followers (Asyha, 2022).

Charismatic leadership according to Weber (Wattimena, 2018) consists of two basic pillars, namely: (1) that among followers there are needs, goals, or aspirations that have not been fulfilled by existing reality; and (2) their submission to the leader is because the leader's charisma is seen as leading to the realization of their goals or aspirations. Meanwhile (A. Akmaluddin et al., 2021), state that there are three dimensions or forms of charismatic leadership, namely: (1) envisioning (whisper); (2) energizing (giving energy); and (3) enabling. Envisioning (whisper), namely by providing an overview of the future or following what the followers of the organization want so that it can provide additional motivation to them. The vision that is created will become the focus of efforts to increase commitment in the activity process and achieve the final result which is the common goal.

### *Teacher Professionalism*

Teachers are role models and even become figures of identification self. So a teacher is required to have characteristics that can be imitated by students and have adequate behavior to develop students as a whole (Sitompul et al., 2019). To master learning abilities, teachers need to develop themselves well because the function of the teacher himself is to coach and develop students' abilities and himself as a professional teacher so that students get effective and effective learning experiences. efficient (Setyawan et al., 2020).

A profession can be defined as a job or position that requires expertise (Ratnasari, 2019), this can be done through education that has been completed. reached at college high level or certain training, according to special requirements have responsibilities and a code of ethics. Nature work professional is different from other jobs because a profession requires special abilities and skills in carrying out the profession (Basri & Akmaluddin, 2020). A profession can be defined as a certain position or job that requires special knowledge and skills in teaching to be acquired at college high or intensive academic (Saputra et al., 2021). This means that a professional position cannot be held by just anyone, but requires preparation through special education and training.

Teacher professionalism is very necessary to advance education in Indonesia (Gultom, 2020). Professional people will be able to plan to teach well because professional people already have special knowledge and skills that have been studied in higher education (Kasmini et al., 2022). The teacher can carry out teaching procedures (Syarfuni, Suraiya, 2021), that the teacher can implement the teaching plan that has been made during learning (Anwar, 2020), the things planned in the teaching plan are realized in the form of learning actions real (Minsih et al., 2019). An educator can carry out personal relationships with students (D. Akmaluddin & Siburian, 2018), and a teacher is required to be able to understand students according to what has been learned in lectures (Meilia & Murdiana, 2019). Schools and classes can be viewed as a social system. Because, in it, there is interaction or reciprocal relationships between the people in it, namely: teachers, students and students and students.

Without existence, If teachers are professionals, education in Indonesia never runs well because there is no appropriate knowledge to teach students. To become a teacher requires education in the field education is therefore said to be professional. Teacher professionalism is very necessary to advance education in Indonesia. Professional people can plan to teach well because professional people already have special knowledge and skills that have been studied in higher education.

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#### *Interview and Documentation Analysis*

Based on the results of interviews and real documentation carried out in several months of research at State Primary School 61 Banda Aceh which became the principal of the school Ibu Ida Fazila, S, Pd gave a good effect and wise towards his subordinates. State Elementary School 61 has produced many outstanding students and students who are motivated by professional teachers so that it has an impact on the success of student achievement. The teachers at State Elementary School 61 are reliable professional teachers, even though there is a lot of work and some of the teachers are currently continuing their Master's degree education, the teachers really provide the best education for the students.

It was proven that when the researcher conducted an intense interview with the school principal, it was stated that the teachers, TU, and equipment at State Elementary School 61 Banda Aceh had good welfare, and science and technology training was always given to teachers and administrators so that teachers could learn in the Society 5.0 era. not lagging behind technological advances. Every lesson is now carried out with the help of technology in every meeting and literacy lessons are also held once a week for all students. The aim is for students to always explore and be interested in reading, memorizing, writing, and knowing Acehese culture as well as providing meaningful experiences in every literacy activity.

The principal of State Elementary School 61 Banda Aceh always gives flexibility to the activities and programs proposed by the teacher by considering the goals and achievements of each activity so that it will be useful for the progress of the school and to make the lives of the nation's children smarter.

#### **CONCLUSION**

Charismatic leadership is respected for the leader's unique personality, traits, and extraordinary behavior. Characteristics of charismatic leaders include strong magnetism, influence that is difficult to explain, and natural charisma regardless of age, wealth, or appearance. Charismatic leader behaviors include high levels of trust from followers, emphasis on group goals, a compelling vision of the future, being a role model, and providing hope and confidence in achieving organizational goals. The negative impacts of charismatic leadership include emphasis on personal inclinations, loyalty to the leader rather than idealistic thinking, and the use of ideological appeals to gain power. The positive impact is an emphasis on leadership processes and values, a priority on ideology over personal loyalties, and decision-making that involves participation and transparency. The characteristics of a charismatic leader include high self-confidence, the ability to explain the vision clearly, ideal vision and goals, the ability to change circumstances, and sensitivity to the environment. Charismatic leadership indicators can be seen from a strong relationship between the leader and followers, who trust the leader and contribute highly to the mission. Charismatic leadership is driven by a need for power demonstrated through personal excellence.

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