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## PRINCIPAL LEADERSHIP MANAGEMENT IN THE NEW NORMAL ERA

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**Abstract:** Leadership, especially in educational institutions, has a size or standard of work that must be carried out by the principal as the highest leader. Leadership is the process of influencing others to take steps or actions towards a common goal. Therefore, leadership is the activity of influencing others to want to work to achieve predetermined goals, through the implementation of discipline and work results. Based on the explanation above, this article focuses on the role and function of the Principal's Leadership in the New Normal Era to continue to pay attention to the discipline applied in schools. The purpose of writing is to describe the leadership management of the Principal of The New Normal Era through the application of discipline to elements of the school//school institution to comply with policies or rules. Principal Leadership in the New Normal Era

**Keywords:** Leadership Management. New Normal

### Introduction

The principal is an organizational leader who is often referred to in formal education organizations. One element of the organization's most important is human, internal personnel at school organizations comprised of the principal, teachers, student / student and school administration employees, the principal activities are in doing is the academic activities and the activities of the process of learning.

The principal as a formal educational institution plays an important role in improving the quality of education through learning to support the smooth running of development in Indonesia as a whole. Source power superior man is a major requirement for the realization of the nation and the country forward. Regardless of the size of the natural resources (SDA), the available capital and infrastructure, in the end, only reliable human resources can achieve the nation's and state's development targets. In this perspective of thinking, a nation cannot achieve progress without a good education system. Education is the basic capital to create superior human resources.

Teachers and school administrative staff are human resources or important components in schools where teachers are one of the human components in the teaching and learning process, who play a role in efforts to form potential human resources in the field of development. Therefore, teachers who are one element in the field of education must play an active role and place their position as professionals in accordance with the demands of a growing society. In this case the teacher is not merely a teacher who transfers knowledge, but also as an educator who transfers values as well as a mentor who provides direction and guides students in learning.

The leader of education is very important in instituted formal me carry out the vision, mission, programs and goals of formal institutions. Whether or not the educational goals are implemented is highly dependent on the skills and wisdom of the principal in leading a school or institution that he/she oversees. The success of education in schools is largely determined by the success of the principal in managing the education and educational staff available at the school (Mumayyizah, 2011: 2), in this case, increasing productivity and work performance can be carried out by improving the behavior of education personnel in schools. A good school principal if he has good leadership relationship, with teachers and school elements, it will achieve a competitive and superior institutions through the results; good achievement for students, teachers and employees, especially principals, especially in this new normal era. In the New Normal era, school principals should be able to quickly and precisely act intelligently in setting good policies to keep the learning system implemented, both offline and online without ignoring and continuing to pay attention to health protocols to pay attention to stopping the spread of the COVID-19 outbreak.

Based on the above explanation of this article on the role and functions of Leadership Principal New Normal to continue to pay attention to discipline applied at schools. Writing objectives Describing leadership of Principal DI Era New Normal through the application of discipline to school elements // school institutions to comply with the policies or rules. Principal Leadership in the New Normal Era

## **DISCUSSION**

### **Leadership Roles and Principal Functions;**

According to Rivai (2009: 148) the role can be interpreted as behavior that is regulated and expected from someone in a certain position. Leaders in organizations have a role, every job brings with it expectations of how the person in charge behaves. The role of leadership in the team according to leadership oriented to maintain the group are as follows; a) Preservation of the goal (gatekeeping) , b) Harmonize ( harmonizing) . c) Support (support) . d) Describe the standard e) Analyze the process . The principal's leadership, especially in educational institutions, has a size or standard of work that must be carried out by the principal as the highest leader . According to Mulyasa (2009: 90) it was conveyed that a school principal must carry out his role as a leader by carrying out his functions , especially in this new normal era.

In the normal New Era , the activities of educational institutions; Schools can practice discipline . According to Tita Rosita (2008: 15-16) ; Discipline is important for activities ; 1) Preventive; is an activity carried out to encourage employees to follow various standards and rules, so that any activity can be prevented. Its main objective is to encourage self - discipline among subordinates . In that way the members of the school/institution, can maintain their self-discipline not only because they are forced by the leader, but because of their self-awareness . The rules such as: attendance, use of working hours, timeliness of completion of work , can be carried out online. 2) Corrective actions are taken to deal with violations of the rules and try to avoid further violations. What is useful in corrective discipline in the new normal era in educational institutions /schools are ; a) Warning by communicating all regulations to members of the institution . b) As far as possible discipline can be applied , in order to understand the prevailing circumstances in a situation and condition. c) Consistent, namely the lungs of organizational members are invited to implement the rules and also provide sanctions for those who make mistakes , according to the mistakes they made. d) Not personal (impersonal), meaning that this disciplinary action does not look at the individual, but any violation will be subject to sanctions that apply to the institution. 3) Progressive: Progressive discipline means giving more severe penalties for repeated offences. The goal is to give employees the opportunity to take corrective action before more serious penalties are carried out. The steps in providing progressive punishment are : verbal warning, written warning, suspension, and also dismissal .

According to government regulation No. 53 of 2010 concerning civil servant discipline regulations. Defining work discipline is the attitude or behavior of civil servants' ability to obey their obligations and avoid the prohibitions specified in the laws and regulations and/or official regulations which, if not obeyed or violated, will be subject to disciplinary punishment.

Discipline is a condition which is created and developed through a series of behaviors that indicate the values of obedience, loyalty, regularity and or order ". The discipline imposed by the principal in the new state of normal, me have three aspects important , namely: a) Train the mental attitude of its members to maintain an obedient and orderly attitude as through mind control and character control b) Good understanding of the system of behavioral rules, norms, criteria and standards , so as to foster a deep understanding or awareness that obedience The norms, criteria and standards are an absolute requirement to achieve success (success) in the new normal era c) Personal attitude , is behavior that naturally shows sincerity, to obey all things carefully and in an orderly manner .

### **Factors Affecting Discipline**

Hasibuan (2008: 195), suggests that the factors that affect the discipline is as follows: a) The purpose and capabilities : through knowledge and self-awareness affect the level of discipline of members of the school . The purpose of activities to be achieved must be clearly je welding and ideally defined , and quite rewarding and challenging situations and circumstances, especially in Whoa covid 19, requires the ability of a leader to direct agency members of the school. b) Exemplary leadership : leadership was instrumental in determining discipline employees for exemplary leadership and role models by subordinates. The leader must set a good example, be well disciplined, honest, fair and in accordance with his words and actions , with the example of a good leader, the discipline of subordinates will also be good. c ) Remuneration : Remuneration (salary, welfare , compensation, incentives ) also influences the disciplinary policy of subordinates , because remuneration will provide satisfaction and love for subordinates to the institution, through the leader . If the subordinate's love for work is higher , the discipline will be better. To realize the discipline subordinates who both institutions should give reply to the services that are relatively large , without prejudice to member / element of the school / institution . d) Justice : Justice contributes to the realization of the discipline of subordinates / employees, because of the ego and human nature that always feels important and asks to be treated the same as other humans. Justice which is used as the basis of wisdom in the provision of remuneration or punishment will stimulate the creation of good employee discipline . e ) Waskat (Inherent Supervision) : Waskat is the most effective concrete action in realizing the discipline of the company's subordinates . Waskat means that superiors must be active and directly address the

behavior, morals, attitudes, passion and work performance of their subordinates. With alert, superiors can directly know the ability and discipline of each individual subordinate, so that the performance of each subordinate is assessed objectively. So waskat requires active togetherness between leaders and employees in achieving organizational goals . **f ) Punishment Sanctions** : Sanctions play an important role in maintaining the discipline of subordinates / employees , with increasingly severe penalties, employees will be more afraid of violating organizational rules, disciplinary attitudes and behavior of employees will be reduced. Heavy/light punishment sanctions that will be applied affect the good and bad discipline of employees. Penal sanctions should be determined by consideration of logical, reasonable and informed it clear to all employees. **g ) Assertiveness** : The firmness of the leadership in taking action will affect the discipline of employees / subordinates of the school institution , the leadership must be brave and firm to act to provide sanctions in accordance with what the company has previously determined . Thus the leadership will be able to choose the discipline of employees / subordinates of the institution . **h ) Human Relations** : Harmonious human relations among employees contribute to creating good discipline in a company. management should strive to create an atmosphere of harmonious human relations among all employees. Employee discipline will be created if the human relationship in the organization is good.

### **Work Discipline of Teachers and Employees in the New Normal Era**

Especially self discipline in this regard, leaders should help employees develop and improve the standard of behavior patterns, as well as the implementation of the rules as a tool to use to download discipline. Discipline is essential instill respect for authority, instilling cooperation, as well as instilling a sense of respect for others (Rusmawati, 2013: 399) . Principal important to implement the work discipline of teachers and employees because it is a school principal means used to influence, lead and guide teachers and staff to together -Same do the work that has been so as to inculcate discipline and teacher work employees to achieve school goals that have been determined together .

Some based case new era Normal is the result of observation at the school through work discipline found that teachers and administrative staff / employee:

1. It was still found that teachers and staff did not arrive on time , nor did they use masks in an orderly manner .
2. There are still schools that are closed, carrying out online/online/virtual learning from home, there are only security officers/guards at the school .
3. School tillers hour picket ; teachers take turns ; scheduled every working day. .

From the results of these observations, it has been shown that some teachers and employees are still not disciplined . However, on the other hand, teachers and employees have neglected the interests of students. As is often found in the field :

1. Teacher- teacher on time when starting the clock through online which begins morning, because in the first class to have 2 team teaching so that if one of the teachers there are late / not attend will not interfere with the lesson hours.
2. Teachers and administrative staff try to serve students or fulfill students' rights well, as evidenced by up-to-date learning , and always try to be creative in providing learning and for student graduation administration.
3. Teachers and administrative staff continue to try to guide students well , as evidenced by the various achievements of outstanding students and creative teachers , even in the new normal.

From some of the conditions obtained from the results of the field observations indicate that the principal is very ber role important in the implementation of the discipline to the process of learning even in situations condition the new normal, so the presence of school leadership; related to the behavior of its members that can affect the quality of the school. As in a study by Mumayyizah (2014) with the title The Effect of Principal Leadership Style and Discipline on Teacher and Employee Work Motivation that partially leadership style variables affect teacher work discipline . The dominant variable in influencing the work motivation of teachers in this study is the leadership style variable. In addition, Enni, et al. (2013: 6 ) in his research related to the Effect of Work Discipline and Principal Leadership on Teacher Performance in Elementary Schools that based on the results of statistical analysis, it was obtained that the multiple correlation coefficient ( $r$ ) = 0.882 and the coefficient of determination ( $r^2$ ) = 0.777. This means that there is a strong relationship between work discipline and the leadership of the principal simultaneously with the performance of teachers at State Elementary Schools, North Lampung Regency. For that , a leader must really lead the main important factor in an organization, especially schools where the important component is students, as well as teachers and employees.

### **Conclusion**

From the description above, discipline in the work of members of the organization/institution/school can measure the influential leadership of the principal in the form of actions that will be shown by members of the school element through the attitude and behavior of obeying the rules.

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