

## The Role of the Principal in Strengthening Teacher Compliance and Discipline at Al-Azhar IT High School Jambi

Oktariana, Mohamad Muspawi , Loly Nadila Putri  
Universitas Jambi, Jambi, Indonesia

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### ABSTRACT

Strategic management is very important in managing an organization, because it can differentiate how well an organization achieves its performance, can face all forms of change and every decision provides benefits for various forms and types of profit-oriented organizations, government institutions, health and other organizations. other non-profits. Strategy is a process of implementing planning to achieve the organization's long-term goals by involving various existing resources. The Strategic Management course is a course designed to provide students with an understanding so they can implement a series of managerial decisions and actions in determining company performance in the long term. After students complete this strategic management course, students are expected to understand strategic management in terms of environmental observation, strategy formulation (strategic planning or long-term planning), strategy implementation, and evaluation/control. In addition, students are able to consider the implications of organizational strategy for the entire human resource system in the organization by translating organizational goals into specific resource management systems.



### INTRODUCTION

Education in Indonesia is an aspect that is really paid attention to by all levels of society, because the Indonesian people themselves believe that turning Indonesia into a developed country can be created after all citizens of the country have awareness of education. The meaning of education itself is a conscious effort to create or realize a cultural inheritance from one generation to another. In the context of character and competency development, education is a planned effort to hone and expand abilities and talents in line with the cultural values prevailing in society, with the main aim being progress and improvement. This educational process takes place in a dynamic learning environment, integrating various elements that support the optimization of students' potential. This includes the cultivation of spiritual strength, the formation of a strong personality,

intelligence, the ability to control oneself, as well as noble skills and morality, which are some of the essential educational goals (Fajriati, 2021).

Quality problems in education are critical issues that require immediate solutions. The key aspect of this quality is related to the teaching process carried out by teachers, where they have the responsibility to instill knowledge and values in students. Effectiveness in teaching carried out by teachers can only be achieved through effective leadership. The role of the Principal is very important here, because they are leaders in the educational context, whose job is to direct and supervise the overall educational process. The low quality of education in Indonesia is generally caused by the low quality of teachers. Human resources are the main focus in the learning process, where the role of teachers is very important in creating the intelligence of the younger generation. In an effort to improve the quality and professionalism of teachers, discipline is an important factor in human resource management in the education sector. The preparation of human resources needs to be done gradually and continuously through a quality education system (Malayu, 2005).

According to Mulyasa (2004), there is a significant relationship between the quality of the principal's leadership and aspects of school life, including discipline, school climate and prevailing culture. A school that has a high level of discipline will usually build a positive, conducive, peaceful and well-organized school climate and culture. This contributes to the creation of high quality human resources and the effectiveness of the learning process. In this context, the Principal plays a role as the main leader in the field of education within the school environment. Discipline in the school environment can be improved through the implementation of the various roles carried out by the school principal. As an administrator, manager, leader and supervisor, he must strive to improve quality human resources, which will ultimately contribute to improving the quality of learning and education (Pidarta, 1992).

School principals have the responsibility to increase teacher professionalism through efforts to foster work discipline, encourage motivation and appreciation, build good working relationships, ensure welfare, support teachers' personal development and self-actualization, and provide authority to take steps in training. The problem of teacher compliance has a significant impact on the effectiveness of the educational process. The strategic role of school principals in advancing the competence of teachers in the school environment is very important. With their functions as administrators, managers, leaders and supervisors, school principals are the main key in dealing with various challenges and achieving school targets. By playing a full role in this capacity, the challenges faced by schools can be overcome effectively. By carrying out all their duties optimally, school principals can make a substantial contribution to improving the teaching abilities of their staff, one of which has an impact on teacher compliance, and ultimately can improve the quality of the teaching and learning process in the school environment.

Discipline is defined as an individual's awareness and willingness to comply with the regulations in force at school or other institutions as well as social norms (Fathoni, 2006). Elizabeth SB Hurlock (1996) states that discipline is a mental attitude that encourages a person to take the right action at the right time and appreciate time fully. Compliance with established rules is an essential part of discipline in the school environment. When schools are managed effectively, this contributes to the creation of a safe and conducive

environment for all members of the school, which also indicates the progress and success of the school. The success and discipline realized by the school community is closely related to the role and persistent efforts made by all elements of the school.

In the educational environment, the role of the Principal in carrying out his function as a leader or manager of the institution is very crucial. Through carefully and efficiently developed strategies, the quality of discipline implemented by teachers and students in a school is very dependent on the initiative and leadership actions taken by the Principal. He is responsible for organizing, motivating and strengthening all potential and applicable rules, which are part of the management function (Uriatma, 2015).

Based on this explanation, the author is interested in conducting research related to teacher discipline and obedience as one of the main spearheads of achieving the goals of good, successful and quality education.

## **METHODS**

This research uses a qualitative descriptive method to dig deeper into the topic under study. The research was carried out at Al-Azhar IT High School, Jambi City, focusing on the role of the principal in increasing teacher compliance and discipline. The data analyzed consists of two types, namely primary data and secondary data, which include documents, archives, reports and evaluation results. In this research, information source data collection was carried out using a purposive sampling method. The central figure as the main informant in this method is the Principal of Al-Azhar IT High School in Jambi City. The data collection methods used include library research and field research, consisting of observation, interviews, and document and documentation studies. Regarding data analysis techniques, the interactive data analysis model proposed by Miles and Huberman is used, involving the following steps: 1. Data collection, 2. Data reduction, 3. Data visualization, and 4. Drawing conclusions.

This research utilized interviews as the main technique for collecting data, where the principal at SMA IT Al Azhar Jambi was interviewed to obtain detailed information about their role in improving teacher discipline. The data obtained through these interviews, both in oral and written form, were analyzed carefully. Next, the researcher filtered the information to decide which sections were relevant to include in the research report, focusing on how the principal played a role in strengthening discipline among teachers.

Qualitative methods are implemented through collecting information from sources such as in-depth interviews, field recordings, personal material, notes and official documents. This activity aims to explore and understand empirical reality in detail, broadly and comprehensively related to certain phenomena. In the context of this research, using a qualitative approach allows researchers to link observed empirical experiences with an appropriate theoretical framework through the use of descriptive techniques, as explained by Moleong (2014).

This research was carried out through a series of structured methods as follows: First, in-depth interviews were conducted to explore the role of the Principal in improving teacher discipline and compliance with regulations. Second, researchers collect data and theories from various sources that are appropriate to the research topic. Third, based on the data

collected, the researcher provides a detailed analysis of how the role of the Principal can strengthen teacher discipline and obedience in the educational context.

## **FINDINGS AND DISCUSSION**

### **1.1 *Research result***

The results of research by conducting interviews with the principal of Al-Azhar IT High School, Jambi City regarding teacher compliance and discipline show that different backgrounds are one of the determining factors for teacher compliance and discipline. From the Standard Operating Procedures (SOP) that have been implemented, of course there are still teachers who are negligent or violate the rules. Some of the SOPs implemented and implemented come from the foundation, starting from clothing/uniform standards, attendance discipline, completeness of teaching equipment and also all actions that serve as role models for students.

One of the roles of the school principal as a motivator is to hold evaluation meetings every week as much as possible, usually making efforts to straighten out the intention that a teacher is not just a profession that expects a monthly salary but rather to get good results. practice or get intercession in the afterlife too. The school principal will provide an overview by reading hadith or verses from the Koran regarding the nobility of character of a teacher and the reasons for those who emulate or educate or give the best, namely *khoirunnaas anfauhum linnas*.

Through the school principal, the foundation also provides support to create and develop a positive culture regarding teacher obedience and discipline at Al-Azhar IT High School in carrying out school activities by providing rewards such as: the best teacher every month and teachers who excel will be given special prizes. And verbal appreciation in the form of praise, prayer and so on.

Communication between school principals and teachers is usually through weekly evaluations or those related to personality so it is more often referred to as personal. So, things that cannot be conveyed in a public place, will be conveyed in a place that can be something that changes the teacher for the better, rather than making the person concerned feel inferior or embarrassed.

Some of the problems faced regarding teacher compliance and discipline include teachers coming to school late, and teachers also being less sensitive to how to educate children's character, because it cannot be denied that there are also some teachers who have just graduated. Having a bachelor's degree and minimal experience requires a lot of guidance, and there are still teachers who don't care about their environment and only focus on their teaching duties, then are not sensitive in keeping their environment clean, and don't play an active role in every activity.

Based on the problems faced, of course there are consequences that teachers must accept if they violate the SOP, starting from just verbal warnings and warnings, written warning letters 1 and 2 to the most severe, further action in the form of dismissal or termination of employment. As an anticipatory step and an effort to minimize violations that occur, the school principal creates a group strengthening program, for example through self-help, mental and spiritual development. Apart from that, solutions to overcome

problems of teacher compliance and discipline are also continuously sought through joint deliberations with all levels of deputy principals in accordance with the obstacles faced.

In addition to sanctions against teachers who violate, appreciation and rewards are also given which have been regulated as previously explained, starting from routine monthly rewards related to teacher obedience and discipline, achievements achieved to buses leaving for Umrah every year if they have achieved special requirements. which has been specified..

### **1.2 Discussion**

In this research, it was found that there were seven main indicators used by researchers to collect information about the influence of the Principal's leadership role in strengthening teacher compliance and discipline at Al-Azhar IT High School, Jambi City, including:

#### **1. The Role of the Principal as an Educator**

The Principal of Al-Azhar IT High School in Jambi City implements several effective methods in carrying out his role as an educator to develop teacher professionalism. This strategy includes establishing a supportive learning environment, by providing adequate educational facilities and resources. This is essential so that the school environment becomes a conducive place for learning. Apart from that, he also focuses on increasing the motivation of all school members by providing religious and social enlightenment, so that they have a strong desire to achieve educational goals optimally. As a next step, the Principal assigns duties and responsibilities in accordance with the competencies of each employee, to support work effectiveness. To improve educational performance and student learning achievement in schools, school principals play an important role in implementing effective strategies. His duties include creating a supportive school environment, providing advice and motivation to all teachers, and implementing engaging learning methods. In this way, he facilitates increasing the professionalism of educational staff under his guidance (Asmendri, 2012).

In his capacity as an educator, the principal provides autonomy to educational staff to carry out their responsibilities in teaching in a responsible manner. This aims to prevent boredom if work is forced and given many rules. Then, in order to strengthen compliance and discipline in the performance of educational staff at Al-Azhar IT High School, Jambi City, the regulations in the SOP were prepared through deliberation according to the needs of the school. If a violation occurs by one of the employees, the school principal will take firm steps. These steps include giving an initial warning, followed by coaching, and if necessary, ending with the issuance of a summons letter which includes an official statement regarding termination of employment. In an interview with Ustadz H. Abdurrahman, Lc, he emphasized that school principals play a crucial role in strengthening the discipline of educational staff. He suggested that the Principal needs to provide space for teachers to take full responsibility for their duties. This includes providing effective motivation to all school members and assigning tasks according to the individual competence of each employee.

#### **2. The Role of the Principal as a Manager**

To optimize discipline at Al-Azhar IT High School, Jambi City, the Principal must take the initiative in fostering effective collaboration with various parties. This is necessary in

order to facilitate increased professionalism and empowerment of educational staff. Through the development of structured strategies, the Principal acts not only as a manager but also as a leader who encourages active participation of all education staff in activities that support the school's vision. The results of research revealed by Purwanti (2013) show that the Principal at Bakti Sejahtera High School, located in Kongbeng District, East Kutai Regency, has been effective in carrying out a vital role. In his capacity as a leader, he succeeded in designing strategies and holding deliberations; in his role as manager, he succeeded in building solid cooperation between teachers and administrative staff; as an educator, he has formulated a learning activity plan; as an organizer, he is effective in managing school facilities and financial administration; and as a motivator, he consistently provides motivational encouragement to all school members to create a supportive learning atmosphere.

In an effort to increase the professionalism of educational staff, school principals must place collaboration with educational staff and other related parties as a top priority in implementing every school activity.

Providing opportunities for education staff to develop their professional skills is an important part of the principal's role as administrator, which must be done in a convincing and empathetic manner. School principals need to act democratically and provide opportunities for all education staff to reach their maximum potential.

Encouraging the active participation of all education staff implies that the school principal must be active in stimulating the involvement of all education staff in every school activity, in accordance with the participatory principle expressed by Mulyasa (2004).

To promote discipline in the educational environment, the Principal holds discussions with educational staff. During the meeting, existing school regulations and proposed new regulations were discussed. The Principal actively seeks suggestions from all teachers regarding the creation and implementation of these rules, with the aim of ensuring that these rules are effective and can be implemented widely in the school. All of these activities are aligned with applicable Standard Operating Procedures (SOP).

However, if there are teaching staff who are proven to have violated the regulations, they will be summoned personally during the evaluation. This step is taken so that the employee concerned does not experience shame or low self-esteem. So, as a school principal manager, you must be able to organize a comfortable and conducive environment for each teaching staff so they can work together to strengthen compliance and discipline.

### 3. The Role of the Principal as an Administrator

In his role as an administrator, the Principal is expected to be able to increase existing capacity and potential. Principals, who are at the top of the educational institution's hierarchy, must have a thorough understanding of the operational aspects of the school. This leadership facilitates the active involvement of the Principal in activities that suit the needs of the educational environment. For example, school principals have significant involvement in administrative activities such as recording, compiling, and documenting various school documents and archives. Evaluations carried out at Al-Azhar IT High School show that the Principal has an important role in managing various administrative aspects. This includes setting the curriculum, managing staff and personnel, and maintaining

facilities and infrastructure. The Principal is also responsible for organizing archives and administering school finances, including preparing supervision reports. This capability is crucial to ensure the efficiency and effectiveness of school operations. All of these activities must be carried out effectively and efficiently to support school productivity, as mentioned in Mulyasa's (2004) study.

Interviews conducted with the Principal revealed that in his capacity as an administrator, he was deeply involved in various school administrative activities. This includes the process of recording, organizing, and documenting school programs.

#### 4. The Role of the Principal as Supervisor

The principal holds an important responsibility in controlling and directing the performance of educators as a supervisor. In the modern era of education, it is important to have independent supervisors to increase objectivity in directing and carrying out their duties, according to Mulyasa (2004). Based on the opinion of NA Ametembun (2007), the role of the Principal in his supervisory capacity in the educational environment includes four essential functions, namely:

- a. Research Function,
- b. Assessment Function,
- c. Repair Function, and
- d. Upgrade Function.

The principal at Al-Azhar IT High School Jambi has been effective in carrying out his role as a supervisor by improving and supervising the work discipline of the education staff. In this supervision process, he uses methods of togetherness and collaboration, so that the educational staff involved feel supported and comfortable, without the feeling of being overly supervised. This approach was chosen to build harmonious relationships with all school members in order to achieve common goals.

#### 5. The Role of the Principal as a Leader

In his capacity as a leader, the Principal is responsible for being a role model and mentor for the school community, especially for educational staff. The principal has a crucial role in motivating and directing teachers to obey the rules that have been collectively agreed upon. The personality traits of a school principal as a leader are reflected in qualities such as honesty, self-confidence, responsibility, firmness in taking risks and decisions, broad personality, emotional stability, and being a role model. School principals' deep understanding of the vision and mission of educational institutions is reflected in their ability to design and implement programs that are in line with school goals. This includes their knowledge of educational staff which is reflected in their capacity to understand the conditions and characteristics of teachers and school staff, design staff development, and accommodate suggestions and criticism to strengthen their leadership (Asmendri, 2012). Principals are also skilled in identifying students' needs and adapting educational programs according to these needs to support students' discipline and holistic development.

According to the results of interviews conducted with the Principal, it was stated that all school policies and regulations were determined through a collective meeting or discussion process. As the main leader, the Principal is open to criticism and input from staff members conveyed at the meeting. The principal shows the ability to collaborate with his staff, both in making decisions that have an internal and external impact on school

needs. This ability reflects the effectiveness of his leadership in directing the school. The Principal of Al-Azhar IT High School demonstrated skills in communicating through various means; he is able to express ideas in writing, dialogue with staff, interact effectively with students, and establish communication with parents and the local community. As an efficient leader, the Principal is open to receiving suggestions and criticism from his team members and participates in decision-making processes that involve various parties.

#### 6. The Role of School Principals as Innovators

In his role, a Principal must demonstrate innovative abilities in formulating fresh ideas, uniting various school activities, and becoming a model that can be followed by all teachers and educational staff. In addition, another significant task that must be carried out is to develop a detailed strategy for each action taken. Even though there has not been any revolutionary innovation at Al-Azhar Jambi IT High School, the principal has succeeded in improving the quality of school facilities and infrastructure, including the management of archives and documents which were previously incomplete. An innovator school principal can be recognized by his constructive, creative, delegative, integrative, rational, objective, exemplary, disciplined approach, as well as his ability to adapt and be flexible in carrying out his duties (Mulyasa, 2004). Principals have an important responsibility in applying creativity and expertise to improve various aspects of the work environment. Based on provisions from the Ministry of National Education, the role of the Principal as a reformer must include the ability to produce ideas that adapt to changing times. In his role as a pioneer of change in the education sector, the Principal must be committed to adopting constructive, creative, delegative, rational, objective, moral and disciplinary thinking, and must have the ability to adapt and be flexible (Andang, 2014). As an innovation agent, school principals must be able to present breakthroughs to strengthen the compliance and discipline of educational staff at Al-Azhar IT High School, Jambi City. Even though progress has not been achieved that could be considered revolutionary, the steps that have been taken to improve discipline generally focus on improving and improving facilities and infrastructure that were previously considered inadequate, especially with regard to the management of archives and documents in schools.

#### 7. The Role of the Principal as a Motivator

The principal at Al-Azhar IT High School Jambi plays an important role in advancing the discipline of educational staff by providing a comprehensive series of motivation. This initiative is directed at increasing efficiency and achieving the goals set by the educational institution. Various activities are designed to increase staff motivation, including religious enlightenment sessions and social events designed to strengthen morale among teachers and education staff. According to information obtained through interviews at Al-Azhar IT High School in Jambi City, the role of the Principal in providing motivational encouragement to teachers is very important. He emphasized that the duties of a teacher are not only limited to work that produces a salary every month, but also as a field of charity that will provide benefits in the afterlife. The school principal will provide an overview by reading hadith or verses from the Koran regarding the nobleness of a teacher and the reasons for those who exemplify or educate or provide the best, namely *khairunnaas anfauhum linnas*. Through the school principal, the foundation also provides support to



create and develop a positive culture regarding obedience and discipline of teachers at Al-Azhar IT High School in carrying out activities at school by providing rewards such as: the best teacher every month and teachers who excel will be given special prizes. And verbal awards in the form of praise, prayers and so on so that they can go on Umrah every year if they have achieved the special conditions that have been determined. The awards given can increase the motivation of each Stakeholder in the school to carry out their duties and functions optimally and in a conducive atmosphere.

The principal plays an important role as a motivator who designs effective strategies to motivate education staff in carrying out their various duties and functions. Asmendri (2012) states that this motivation can be obtained by arranging the physical environment and work atmosphere, implementing discipline, providing encouragement and rewards, and providing access to various learning resources through (PSB).

The role of a principal in strengthening teacher compliance and discipline in a school is very important to create a conducive and effective learning environment. The following are several steps that a Principal can take to achieve these goals at Al-Azhar Jambi IT High School:

1) Setting Standards and Rules

The Principal is responsible for setting clear disciplinary standards and rules that all teachers must follow. This includes professional ethics, punctuality, involvement in school activities, and expected attitudes in interactions with students, coworkers, and other parties.

2) Providing Support and Skills Improvement

Principals can provide support to teachers to improve their skills in managing classes and enforcing discipline well. This can be through training, workshops, or personal coaching.

3) Set a Good Example

The principal must be a good example in terms of discipline. They need to show commitment and consistency in following school rules and upholding the standards that have been set.

4) Establish a Monitoring and Evaluation System

The principal has a monitoring and evaluation system to measure the level of teacher compliance and discipline on a regular basis. This could be through classroom observations, performance evaluations, or satisfaction surveys.

5) Providing Awards and Recognition

Recognizing and rewarding teachers who demonstrate good discipline can be an incentive for other teachers to follow their example.

6) Carrying out Effective Communication

Principals must open good communication channels with teachers to understand their challenges in maintaining discipline in the classroom and provide necessary support.

7) Establish Clear Sanctions

Apart from giving awards, the principal also needs to set clear sanctions for teachers who violate disciplinary rules. These sanctions must be applied consistently and fairly.

By taking these steps, a Principal can help strengthen teacher compliance and discipline at Al-Azhar Jambi IT High School, creating a conducive learning environment for all parties. To achieve optimal results, evaluation needs to be carried out on every program or initiative led by the school principal. This is important because unexpected conditions can occur, as revealed in research by Bawamenewi (2021). In his research, it was discovered that the role of the principal in strengthening the discipline of teachers and students at SMA Negeri 1 Lolofitu Moi had not been effective as expected. An in-depth evaluation is needed to improve this, considering that there are still deficiencies in the aspect of example, capacity to collaborate with school members, the application of discipline is still lacking, and leadership methods still need to be adjusted to the competencies possessed by a leader.

## CONCLUSION

Based on the results of research and discussion regarding "The Role of the Principal in Strengthening Teacher Compliance and Discipline at Al-Azhar IT High School Jambi" it can be concluded that the role of the Principal is very important in strengthening teacher compliance and discipline to create a conducive and effective environment. There are several steps that must be taken by the Principal to achieve these educational goals, namely: setting standards and rules, providing support and improving skills, setting a good example, establishing a monitoring and evaluation system, providing rewards and recognition, carrying out effective communication, and establishing sanctions. clear. In addition, the Principal is responsible for creating a school culture that supports high standards in terms of behavior and performance. The Principal provides direction and provides consistent consequences to ensure that all teachers comply with established policies and procedures.

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