

***Leadership 3.0* Based Principal's Leadership to Improve Teachers' Work in Multicultural Society**

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Abstract: This study aims at describing whether *leadership 3.0* based principal's leadership can improve teachers' work in multicultural society. To answer the problem, the writer did literary study and resuming relevant researches. Leadership implemented by a principal in an education institution (school) influences the teachers' work. A good principal leadership is able to make the teachers do their assignment and obligation well. A good practice done by a principal will be an example of all members of the institution. To meet the hope, the writer did a study on *leadership 3.0* based principal's leadership covering six aspects, namely physicality, intellectuality, emotionality, sociability, personability, and moral ability. Based on the study, it was concluded that *leadership 3.0* based principal's leadership can improve teachers' work in multicultural society.

Keywords: *leadership 3.0* based principal's leadership, teachers work, multicultural society

1 INTRODUCTION

Due to the Law Number 20 Year of 2003 about the National Education System, it is stated that national education system has to be able to guarantee the education distribution opportunity, quality raising, relevance, and education management efficiency to face the challenge correspond to live change demand locally, nationally, and globally. One of education implementation principles is stated in Section 4 Verse (4) in that Law that education is implemented by giving example, building will, and developing creativity.

Within education implementation in school, leadership which is implemented by

the principal influences the teachers' work in that school. By the good principal's leadership, it is hoped that the teacher will do their task and duty better. The principal which shows the leadership by giving good example will become an example and guide to the society in the school. By the good leadership, it will make the good work condition and support the creation of good working partner. Thereby, the teacher will motivate to do the task with the high work motivation and finally, they have good work as the educator.

There are some leadership models which can implemented in an education institution (school). One of the new model is *leadership 3.0* based. This study focuses in *leadership 3.0* based principal's

leadership model to improve the teachers' work in multicultural society.

Some problems have to pay more attention concerned with the principal's leadership in the effort of improving teachers' work in multicultural society such as three main issues, they are (a) what are the factors influencing principal's leadership in multicultural society, (b) what are the factors influencing teachers' work in multicultural society, and (c) which one of principal's leadership model in improving teachers' work in multicultural society. As stated before, this study focuses in *leadership 3.0* based principal's leadership model to improve the teachers' work in multicultural society.

2 LITERARY STUDY

2.1 *Leadership 3.0* Based Leadership

Before discussing about *leadership 3.0* model, it will describe *leadership 1.0* and *leadership 2.0*. *Leadership 1.0* is the leadership type which character is inheriting, accepting without hard work and effort. It is since our ancestors have power whether politically or economically, so people 'below' us follow all our order and request. In following that order and request, they do it whether voluntary or perforce. Leader influence happened by 'borrowing' the big name of the ancestor.

Leadership 2.0 is the leadership which based on the title and position. People follow leader's will because they are implementer, whereas we are in the position of policy taker. Similar to *leadership 1.0*, people follow leader's order and request can be voluntary or perforce. Leader influence happened by the structural position which he/she has.

Leadership 3.0 is the leadership which based on someone's ability to move people around. People follow voluntary. Leader influence happened by showing the internal charisma. There are six aspects in *Leadership 3.0* such as physicality, intellectuality, emotionality, sociability, personability, dan moral ability (Ridwansyah, 2013). The following description below shows the six aspects.

2.1.1 Physicality

Physicality concerned with the physical things which will influence people perception about someone leader's ability. Although it places in the 'surface', this aspect is not allowed to ignore. Physical aspect is everything which can get caught by senses, including visual aspect, audio aspect, and smell aspect.

2.1.2 Intellectuality

Intellectuality concerned with someone's ability to manage the thinking method so they can give effective influence to others. This aspect is more than intellectual intelligence aspect. There are three attention things that someone's intellectual ability can give influence to others, such as logical thinking, creative thinking, and practical thinking.

2.1.3 Emotionality

Emotionality concerned with the emotion management or the ability to manage the personal emotion and others' emotion until the given influence is more optimal. Emotional aspect includes recognition on emotion, expression of emotion, and management of emotion.

2.1.4 Sociability

Sociability concerned with the ability to build social network as an asset to widen the own influence. This aspect is more than emotional intelligence. Social ability aspect includes social awareness, social relationship management, and social problem solving skills. The third ability can make someone to become informal leader in the society.

2.1.5 Personability

Personability is one aspect which becomes leadership foundation, since it is concerned with the awareness about personal truth and personal vision-mission which will support and spread to others. Personal aspect or personability includes self-awareness, self-confidence, and self-motivation.

2.1.6 Moral Ability

Moral ability is one important leadership foundation since it is concerned with the ability to keep moral integrity until the given influence to other become sustainable. Moral aspect includes integrity (honesty and consistency), responsibility, and generosity.

2.2 Teacher's Work

Due to the Government Regulation Number 74 Year of 2008 on Teacher, Section 52, it is stated that teacher work load includes main activity (1) planning the lesson, (2) doing the lesson, (3) grading the lesson result, (4) guiding and training the students, and (5) doing the extra task which adheres to the implementation of main activity based on the teacher work load. The teacher work load fulfills minimal 24 hour meeting and maximal 40 hour meeting per

week in one or more education institution which have building licence from government or local government, by determining at least 6 hour meeting in a week in education institution where the duty place is held as permanent teacher.

The implementation effectiveness of teacher work load can view as teachers' work. Based on Kartowagiran (2011), teachers' work can be seen from some aspects below (1) the ability in arranging lesson plan and doing the lesson, (2) personality and social competency, (3) the ability in guiding students, (4) the ability in making lesson handout and media, (5) the ability in writing article, conducting research, making art work/technology, (6) being active in education, training, and scientific forum, and (7) being active in education and social organization.

Professional teachers' work (certified teachers) have examined by Kartowagiran (2011) and the result is not making happy. The study is done in Sleman, Yogyakarta and the conclusion can be gained below (1) teachers' ability to arrange lesson plan and do the lesson is good, (2) based on the principal's assessment, teachers' personality and social competency is good, (3) teachers' ability to guide students in contest/olympiad is good, (4) teachers' ability in making lesson handout and media is good, (5) the ability in writing article, conducting research, making art work/technology is not good, (6) being active in education, training, and scientific forum is not good, and (7) being active in education and social organization is not good.

2.3. Multicultural Society

Multicultural society is a group of people who stay and live settle in one place and have different characteristics and

culture among others. Indonesian society is a society which has complex diversity grade. The society with different diversity is called as multicultural society.

The beginning of multiculturalism concept has a background of the need in confession of complex culture of a nation. Multiculturalism can become a means to increase the reward or culture diversity.

In a society which has diversity, it is needed an education which can accommodate those diversity, that is multicultural education. Therefore, school which have student from different characteristic and culture need provide education in diversity. This can be done better if the principal can apply good leadership and encourage the teachers' work by considering the diversity. By multicultural education, it will approach some goals below (1) encourage student to gain their potential optimally, (2) give facility to the student to study and think creative and critical, (3) give opportunity and same environment to the student, (4) modificate environment and lesson material, (5) activate the student to become good citizen in the school, society, country, and global, (6) develop appreciate attitude among students, and (7) make the student to think positive to other with the different characteristics, ability, culture, and tradition (Wahab, 2007).

Kumi-Yeboah and Smith (2016) founded that class discussion, social and technology media, culture, and language are the important factors in multicultural education. To become good teacher in teaching, teachers need to pay attention to those factors. Beside that, teachers need to develop different culture competency in global education to the students' future importance (Seeberg & Minick, 2012). Teachers need to deliver the understanding to the new student as the newcomer in

order to involve in local community (society) (Ramirez & Jaffee, 2016). Teachers in school which have complex culture diversity should facilitate their students in order to develop their potential optimally.

2.4 Relevant Researches

The study which is done by Eres (2010) aims to determine the elementary school teachers' motivation level and principal's leadership quality level, and also to investigate the relationship between principal's leadership quality and teachers' motivation. The sample of this study were 397 teachers of class teachers and subject teachers who is chosen randomly and worked in central district, Ankara, Turkey. The result of this study showed that most teachers are satisfied, the principal's leadership in the average category, and there is a relation between principal's leadership quality and teachers' motivation level. By having high teachers' motivation, teachers will have better work.

Organization leader need to provide the attractive environment, competitive, and diverse task. This condition is enable the employee enjoy their job and have the pride (Raza et al., 2016). In school organization, principal need to make effort in the work environment. By having good work environment, it influences teachers' work in that school.

Teacher is the key asset in school progression. Based on Gemeda and Tynjala (2016), teacher is one central aspect to all efforts which aims to improve school. The result study of Gemeda and Tynjala (2016) showed that there are two important factors which influences the teachers' work motivation such as salary and work relationship.

The result study of Emmanouil and Paraskevi-Ioanna (2014) showed that leadership is a mediator which activate inspiration, motivation, support, and guidance to the teacher maximally to achieve school bettermen. Principal's leadership influences the teachers' work effectivity. Balyer (2012) stated that principal have important influence to the student and teacher, so that before become a principal, he/she need the training before.

The correct principal's leadership can make teacher more effective and productive in their work (Shamaki, 2015). Therefore, leadership in school management is important, and teachers should be encourage to follow seminar or workshop to increase their knowledge. In line with that, Ali and Dahie (2015) suggested that a principal did the leadership which gives space to teacher to take decision due to the improvement of their work in teaching.

The main purpose of activity in a school is to improve school's work and students' success (Ali et al, 2016). This is the important factor toward teachers' work motivation and satisfaction. Therefore, the work should be challenging and attracting. To improve teachers' work motivation and satisfaction, it is recognized by Machumu and Kaitila (2014) that leadership is important variable. The principal have important role as agent of change since he/she has ability to lead through leadership. Wahab and friends' research (2014) showed that there is significant relation between principal's leadership and work satisfaction and teachers' commitment. Beside that, principal's leadership style and teachers' work satisfaction are two important factors in school's work (Josnov-Vrgovic and Pavlovic, 2014). The result study of Josnov-Vrgovic and Pavlovic (2014)

showed that leadership style influences teachers' work satisfaction.

By investigating the result study above, it can be said that a leader's leadership influences toward all staffs' work in an organization. In school organization, the implementation of principal's leadership influences toward teachers' work and empoloyee in a school.

3 DISCUSSION

Indonesia has complex culture diversity. In leading school organization, a principal must pay more attention to all aspects include the culture diversity itself. It is disowned that the correct principal's leadership can improve teachers' work. By the good principal's leadership, it is hoped that teachers will do their task and duty better. The principal which shows the leadership by giving good example will become an example and guide to the society in the school. This condition is appropriate with one slogan of education in our country that is *ing ngarsa sung tuladha* (means giving example ahead), which truth is not doubt. By the good leadership, it will make the good work condition and support the creation of good working partner. Thereby, the teacher will motivate to do the task with the high work motivation and finally, they have good work as the educator. This makes possible to have better work.

In implementing the duty, pricipal functions as EMASLIM (educator, manager, administrator, supervisor, leader, innovator, dan motivator). If those functions run well, it will improve teacher's work in the school. Shamaki (2015) stated that the correct principal's leadership can help teacher to be more effective and productive in their work. Therefore, leadership in school management is important and teachers should encourage to

follow some seminar or workshop to increase their knowledge. The importance of principal's leadership also recognized by Ali and Dahie (2015), they suggested that a principal did the leadership which gives space to teacher to take decision due to the improvement of their work in teaching.

Indonesia has complex culture diversity so the principal's leadership in improving teachers' work must pay more attention to the diversity itself. Therefore, the principal's leadership role is important to improve teachers' work in multicultural society.

Leadership 3.0 based leadership, is leadership art which did not rely on title and position, and can be implemented to all. The principal who implement *leadership 3.0* based principal's leadership should understand and implement the six prior aspects includes physicality, intellectuality, emotionality, sociability, personability, and moral ability. The implementation of the six aspect needed to be appropriate with the culture diversity in local society.

In physicality aspects, some points which need to pay more attention are (1) visual aspect which is related to the way to get dressed, the habit to keep clean and neat of part of body, body position, and body health, (2) audio aspect which related to voice control, and (3) smell aspect which is related to the scent though it cannot seen and feel however the effect of a leader cannot underestimate.

In intellectuality aspects, some points which need to pay more attention are (1) logical thinking, an idea must deliver clearly since the same idea will have different understanding if it delivers unclear, such as clearing up the random idea, grouping the idea, and simplifying the complex things, (2) creative thinking, a way to ask by asking untought question from others and a way to answer by answering

untought answer from others, and (3) practical thinking which includes five cases toward those idea such as why, how, where, and when.

In emotionality aspects, some points which need to pay more attention are (1) recognition on emotion, it is the recognition of emotion as the beginning way before it is changed, (2) expression of emotion, it is the expression of emotion which creates the spoken word to have more 'soul', it is not just enough as a meaningless sentence, and (3) management of emotion, it is the management of others' emotion.

In sociability aspects, some points which need to pay more attention are (1) social awareness whether in micro or macro skill, (2) social relationship management, it is the ability to build the relationship with others which can change 'ordinary people' become informal leader, or even a hero in the society, and (3) social problem solving skills, it is the ability to solve the social problem which is regarding to the human relationship.

In personability aspects, some points which need to pay more attention are (1) self-awareness which can guide by some questions such as 'who am I?', 'what for I life?', and 'what is my life goal?', (2) self-confidence which is very helpfull to the strengthness in convinced vision and mision, and (3) self-motivation which includes the ability to build motivation for the future and motivation in arousing from failure. The ways to self-motivation to go forward in the effort of gaining something is how we have dialogue and give positive suggestion to ourself. Then, to arouse from failure, there are three things that can be done as the motivation, such as avoid the negative thinking when fail, find the solution from the failure, and stay focus and clam when get stress.

In moral ability aspects, some points which need to pay more attention are (1) integrity, it means that a leader must have honesty and consistency, (2) responsibility, it means that a leader must have responsible attitude, and (3) generosity, it means that a leader must have generous attitude.

4 CONCLUSION

Based on the discussion above, it can be said that *Leadership 3.0* based principal's leadership is one leadership model which can apply in order to improve staff's work in school organization which have students with diversity in culture. Therefore, it can be concluded that *Leadership 3.0* based principal's leadership can improve teachers' work in multicultural society.

5 SUGGESTION/ RECOMMENDATION

In connection to the study above, the suggestion or recommendation can be given to the principal to have effort to understand and to apply *leadership 3.0* based in order to improve all organization members' work, especially to improve teachers' work in multicultural society.

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