

# The Role of Female Leadership in Enhancing School Performance (Case Study of SMK dr. Soebandi Jember)

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## ABSTRACT

*This study examines the role of female leadership in improving school performance at SMK dr. Soebandi Jember. The results indicate that the female principal at this school has a significantly positive impact on school performance through her unique and effective leadership style. The principal has a strong background in managing hospitals, pharmacies, and as a lecturer, which allows her to implement high standards in school management. In terms of human resource management, the principal categorizes teachers into two statuses: permanent teachers with additional structural duties and non-permanent teachers who only teach. This division facilitates control and monitoring of teacher performance through monthly reports that include lesson plans (RPP), teaching journals, attendance, and evaluations. In the aspect of learning, SMK dr. Soebandi Jember offers health-related study programs with strict student selection, including written tests and color blindness tests. The education is more focused on practical skills, supported by internship programs in collaboration with pharmacies, hospitals, and laboratories. Additionally, the principal fosters strong relationships with the healthcare and medical industries for student internship programs, enhancing student competencies in their respective fields. Collaborations have been established with various health and medical companies, including internship opportunities abroad, such as in Japan. Overall, female leadership at SMK dr. Soebandi Jember has successfully improved school performance through structured and innovative approaches in managing human resources, learning processes, and industry relations. This study demonstrates that female leadership has significant potential to bring about positive change and advancement in educational settings*

**Keywords:** Female Leadership, School Performance, Principal Leadership, Teacher performance, Human Resource

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## 1. INTRODUCTION

Leadership is a person's ability to guide and influence the behavior of others to achieve common goals. This definition reflects two aspects of leadership: the ability to change someone's behavior and the achievement of shared objectives (Dhatt et al., 2017) (Jongen, 2024). Leader in their leadership should not prioritize personal interests but should be able to protect and motivate their members to move in alignment with the common goals.

The success of an organization greatly depends on the leadership of a leader. A leader is someone who can persuade, influence, or motivate others to achieve a goal (Samar Reyaz, 2024) (Maisyura et al., 2022). The criteria that a leader must possess generally include three aspects. First, having followers: someone is considered a leader if they have followers, as this serves as tangible evidence that the process of leadership is present. Second, possessing

power: a leader who has followers indirectly has the power to manage them. Third, having capability: a leader must be able to lead effectively and serve as a role model for their followers (Sutikno, 2018).

With the advancement of time, leadership no longer necessarily has to be held by men. The evolving thoughts of women have led to the recognition of female leadership. This is evident from the increasing number of women actively contributing to organizations, regions, and even countries, who are acknowledged for their leadership success. Numerous studies have been conducted on the role of female leadership, such as those carried out by (Purwanti et al., 2022). The results of these studies show that the role of female leadership has demonstrated achievements in gender equality through power and influence, initiating change, work-life balance, mindset, self-efficacy, and leadership style. Additionally, there are studies conducted by (Firdaus, 2023) the research concludes that female leadership plays a crucial role in enhancing the quality and development of organizations. The leadership style exhibited or applied by women has distinctive characteristics that can transform a less effective organizational culture into a more effective one.

Based on previous studies that have explored the role of female leadership in organizational success, it is compelling to further investigate female leadership. This research aims to complement earlier studies related to the role of women as leaders in the field of education. The focus of this research is to examine the role of female leadership in improving school performance, specifically at SMK dr. Soebandi Jember. Accordingly, the research question is: How does female leadership contribute to improving school performance at SMK dr. Soebandi Jember?

## 2. METHODS

This research was conducted at SMK dr. Soebandi Jember using a qualitative descriptive method for data collection. The data collection stages include gathering information, data reduction, data presentation, and drawing conclusions, carried out through observation, interviews, and documentation. The data sources in this study consist of primary and secondary data.

Observations were made at SMK dr. Soebandi Jember to record all activities related to the school's management performance conducted by the principal. Interviews were conducted with the Principal, Vice Principal, Head of Program, and Class Teachers at SMK dr. Soebandi Jember. The interview topics included the Principal's leadership in improving school performance. Additionally, all activities at the business center, serving as an entrepreneurship laboratory, were documented thoroughly.

The data analysis technique used is the Miles and Huberman model, which includes: data collection, data reduction, data presentation, and drawing conclusions (Faiz et al., 2022).

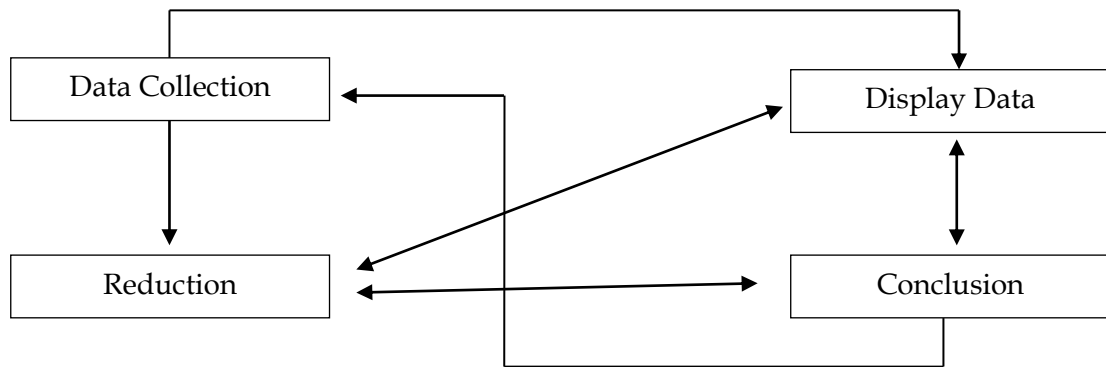


Figure 1. Data Analysis  
Source: (Faiz et al., 2022)

### 3. RESULTS AND DISCUSSION

Based on observations and interviews at SMK dr. Soebandi Jember regarding the Role of Female Leadership in Improving School Performance, the principal of SMK dr. Soebandi is unique in her management of the school and its staff. Her leadership style differs from that of most principals. SMK dr. Soebandi, which offers health-related programs, is expected by the foundation to be managed by someone with experience in the healthcare field. The principal has organizational experience in hospital management, pharmacy, and as a lecturer.

Drawing on her organizational experience, the principal has a vision and mission to ensure the school maintains high standards for its progress. Her leadership style is perfectionistic in managing the performance of teachers and staff. Every teacher and staff member is required to achieve performance targets each month. The principal consistently applies planning, implementation, and evaluation in every action.

#### 1. Human Resource Management

In managing human resources (HR), the principal categorizes teachers into two statuses: permanent teachers and non-permanent teachers. Permanent teachers are those who teach and are also assigned additional structural duties. Non-permanent teachers, on the other hand, are only responsible for teaching during their designated hours. This categorization aims to facilitate the principal in controlling the performance of both permanent and non-permanent teachers.

Table 1. Performance achievements of permanent and non-permanent teachers

No	Status	Performance Achievements
1.	Non-permanent Teacher	- Report on learning process activities, a. Lesson Plan (RPP) b. Teaching Journal c. Attendance d. Assessment
2.	Permanent Teacher	Structural - Report on learning process activities, a. Lesson Plan (RPP) b. Teaching Journal c. Attendance d. Assessment - Structural performance report a. Supporting data

b. Challenge

c. Results

Source: SMK dr. Soebandi yang diolah

With this performance mapping, the principal can monitor the performance of teachers in both the teaching process and structural duties. Furthermore, teachers at SMK dr. Soebandi, especially vocational subject teachers, are given the freedom to participate in programs that support students' learning capabilities. However, non-vocational subject teachers (general subject teachers) have not yet engaged in certified programs; most are only active in the MGMP meetings held once a month.

Improve performance each academic year, the principal organizes gathering activities to enhance teamwork and performance cohesion. The principal believes that by fostering cooperation among educators and teachers, a positive circle will be created. This positive circle will facilitate the achievement of performance goal

## 2. Curriculum

Students at SMK dr. Soebandi are in vocational programs with a focus on healthcare skills, so prospective students are required to take a written test and a color blindness test (a primary requirement). The purpose is to assess the students' abilities related to their chosen major and ensure they are not colorblind

Tabel 2. Program of Study SMK dr. Soebandi Jember

No	Program of Study	Program Expertise
1.	Pharmacy	Clinical and Community Pharmacy
2.	Analytical Chemistry	Laboratory Testing Analysis
3.	Nursing	Nursing Assistant & Care Giver
4.	Analysis	Medical Laboratory Technology

Source: SMK dr. Soebandi Jember

SMK Dr. Soebandi Jember emphasizes practical training in its educational process to enhance skill development. The internship program involves collaboration with pharmacies, hospitals, and laboratories at factories and research institution

## 3. Pengelolaan Dunia Kerja dan Industri

Kepala Sekolah SMK dr. Soebandi Jember menjalin hubungan dunia kerja dan industri. Tujuan dari proses magang ini adalah meningkatkan kompetensi peserta didik yang sesuai dengan program keahlian. Saat ini SMK dr. Soeandi Jember sudah memiliki kerjasama dengan perusahaan dbidang kesehatan dan medis.



Figure 2. Internship Collaboration di Jepang

Source: SMK dr. Soebandi Jember



Figure 3. . Internship Collaboration Hospital  
Source: SMK dr. Soebandi Jember

#### 4. CONCLUSION

Based on the research on the Role of Female Leadership in Enhancing School Performance at SMK Dr. Soebandi Jember, it can be concluded that the leadership exercised by the female principal at this school has had a significant positive impact. The main points from the research findings are as follows:

a. **Effective Leadership**

The principal at SMK Dr. Soebandi Jember exhibits a leadership style that differs from that of typical school principals, particularly with a background in hospital management, pharmacy, and teaching. This experience allows the principal to implement high standards in school management.

b. **Human Resource Management**

The principal categorizes teachers into two groups: permanent teachers who teach and have additional structural responsibilities, and non-permanent teachers who only teach. This categorization facilitates better control and monitoring of teacher performance. Teacher performance is closely monitored through monthly reports that cover various aspects such as lesson plans, teaching journals, attendance, and evaluations.

c. **Curriculum**

SMK Dr. Soebandi Jember offers study programs focused on health fields, with strict student selection processes including written tests and color blindness tests. The learning process is heavily oriented towards practical training to enhance students' technical skills, with internship programs in collaboration with pharmacies, hospitals, and laboratories.

d. **Relationships Workforce dan Industry**

The principal maintains close relationships with the workforce and the health industry for student internship programs. This collaboration aims to enhance students' competencies in line with their specialized programs. Currently, SMK Dr. Soebandi Jember has established partnerships with various health and medical companies, including opportunities for internships abroad, such as in Japan.

Women leadership at SMK Dr. Soebandi Jember has successfully improved school performance through a structured and innovative approach to human resource management, learning, and industry relationships. This demonstrates that female leadership has significant potential to drive positive change and advancement in the educational environment.

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