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## Research Article

### Analysis Pragmatical Policy of Leadership Style Dynamics

Muhammad Iqbal Jamaluddin\*, Endang Herawan, Yayah Rahyashih, Luthfi Audia Pribadi,

Universitas pendidikan Indonesia, Bandung, Indonesia

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#### \*Corresponding author:

E-mail:

[robert.iqbal10@icloud.com](mailto:robert.iqbal10@icloud.com)

## ABSTRACT

Pragmatic policy is a type of policy that prioritizes practicality and usefulness. Decision-making from this pragmatic policy has an impact on overlapping policies so that a suitable leadership style is needed to anticipate these policies. The purpose of this research is to analyze the appropriate and proportionate way of leadership style to anticipate pragmatic policies. method used. This research is a qualitative method with a phenomenological approach. This research was conducted in the Men's Dormitory of Middle and High School Alexandria International Islamic School with a sample of 2 people. The instruments used are observation, interviews and documentation studies. The results showed that the situational leadership style and delegative democracy were the most proportional and suitable leadership styles in accommodating crucial, fast and pragmatic policies. This has an impact on the consideration of policy implementation that is right on target and applied properly so that each line of coordination can display the best contribution to policy.

**Keywords:** Dynamics, Leadership, Policy, Pragmatical, Style

## Introduction

Leadership is one of the important elements in managing school management because leadership can control and manage many things including finance, systems and policies. Specifically for policy, leadership is used as a tool to determine policy standards and school quality, according to Syahril (2019) Strong leadership is needed so that educational institutions can achieve their goals. Leadership is a process of influencing others to do their work in accordance with the expected goals. Leadership is a tool / means or a process in educa-

tional institutions to persuade others to be willing to do something voluntarily / joy in achieving the goals of educational institutions (Crayne & Medeiros, 2021).

In a leadership process there are unexpected circumstances so that pragmatic policies are needed to get fast and impactful decisions. However, this can have an effect on policies that overlap and are not well-targeted. In addition, the nature of the policy is temporary and not well implemented. Policies that like want to be feared will cause confusion in the school community, especially in learners. Citing an article by the SWCU teaching union (in Kuo

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et al., 2019) which states that pragmatic policies focus on results that can be directly felt, implemented and utilized quickly and accurately without having to pay attention to long-term effects and overall impacts. As stated above that one of the impacts that occur due to pragmatic policies is confusion with the policy itself (Shan et al., 2019). As with the phenomenon that occurred at the Alexandria international Islamic school, the many post-pandemic policies created based on the phenomenon that occurred so that overlapping or ineffective policies occurred that forced policymakers to evaluate continuously so that the policy was not patent and could change at any time so that this school needed absolute policies that could not change (Johnstone et al., 2018). In addition to absolute policy, leadership style is also needed to anticipate dynamic circumstances or cases caused by learners so that wise, appropriate and significant decision-making is also needed. This must be done so that all elements of education can be in line and sustainable and maximal and can provide good feedback for all school communities (Dyson, 2018).

The problems that occur at the Alexandria international Islamic school are the number of post-pandemic policies that are made based on the phenomena that occur so that various overlapping or ineffective policies force policy makers to evaluate continuously.

This makes researchers interested in studying further about the problem (Watts et al., 2019). In addition, leadership style is also needed to anticipate dynamic circumstances and created by learners so that wise decision making is needed (Helms et al., 2019). Precise and have a large and constant impact on learners and all elements of education in school as for physical or non-physical (Harrison et al., 2018).

So that all elements of education will have maximum impact and will give feedback to the environment. Supported by Dewi (2021) In various literary studies, character education became an important part of nation building. character through education. The character of the nation will be formed according to its uniqueness. appropriate policy and very important for all elements of the school community are actively involved. and the identity of

the nation when the involvement of government structures provides policy the importance of all elements of society that are actively involved (Thoroughgood & Sawyer, 2018). Character education has a higher meaning than moral education, because it doesn't just teach what is right and what is wrong (Burgess et al., 2018).

More than that character education instills habits (habits) about good things so that students become understanding (cognitively) about what is good and wrong, able to feel (affective) good grades and want to do it (psychomotor). As Aristotle said, this character is closely related to "habit" or habit. It is constantly practiced and practiced. The results of the study also showed that the policies created will have a lot of influence on the growth and development of students especially in national educational institutions (Warner & Hefetz, 2020).

## Methods

The method used in this study is a qualitative research method with a phenomenological approach (Bardach & Patashnik, 2019). This study focuses on the search for experiences, feelings and meanings of the subject who experienced the incident. The primary data in this study are the results of interviews, while the secondary data are analyzed using documentation techniques in the form of videos in the decision-making meeting process (Yun et al., 2020).

The sample selection used purposive sampling technique, namely the technique of taking data sources with certain techniques. The sample in this research is 2 people as the head of the dormitory who are taken based on the function of the position that is useful in creating policies that are fast, precise and impactful. Triangulation technique was used as a data validation technique. Data collection uses 3 techniques, namely observation, interviews and documentation studies (King & Badham, 2019). The data were analyzed using interactive analysis techniques with the Miles & Huberman model, which is a model that uses a 4-step analysis process, namely data collection, data reduction, data presentation and conclusion drawing (Phela et al., 2023a).



Figure 1. Qualitative Research Method

## Results and Discussion

Basically every place or institution must have a proportional leader in order to improve and develop the quality of an organization (institution) so that it can develop optimally, effectively and thoroughly. At the boarding school Alexandria Islamic school has a boarding school principal who must accommodate all educational needs both physically and mentally (Phela, Hasibuan, Rohy, & Manodohon, 2023b). So that the student's guardian trusts the school to educate their children with various advantages offered by the school ranging from programs, quality to qualified facilities. With this, a leader is needed who can lead and accommodate all the needs of educator learners, and other elements that affect the quality and capability of schools / educational institutions.

At this time, it is very proportional if a policy is implemented properly and used in its entirety. Of course, supported by a leadership style in accordance with existing policies. However, in reality decision-making by the head of the hostel is always pragmatic. Post-covid-19 pandemic. Coupled with the nature of the leader who uses an authoritarian style resulting in the necessity of carrying out an order in accordance with the wishes of the leader. So that every time a problem occurs, a new policy is made to anticipate the problem from happening again. This illustrates that pragmatic policies are still used considering that there are still many problems that occur so that the effectiveness of a policy is temporary and not comprehensive.

Based on the results of the research during the pandemic, the boarding school Alexandria Islamic school was felt like a new school even though it is now in its 9th year. This is due to pragmatic decisions that are more often made and implemented. Thus shifting the old regulations (implementation instructions & technical instructions). This pragmatic decision was made because the field conditions were no longer relevant to the existing technical guidelines (Nurtjahyati & Sukisno, 2021).

Based on the findings above, it is added with the use of leadership styles that tend to be authoritarian and utilitarian so that policies are directed directly by the leader and on the basis of the leader's will which has an impact on the power of policy implementation which is reduced and not on target. Quoting Kristiawan (in Prasojo & Holidin, 2018) To improve the quality of learning in accordance with expectations, it takes professional principal leadership. The principal as part of the school system occupies a strategic position in directing and supporting teacher activities in student learning. The leadership role of the principal is needed to support the creation of quality performance. A professional teacher at school. The role of leaders in managing and contributing to schools is felt to be very important to provide crucial motivation to subordinates (teachers) so that teachers will have a good / bad effect on learners in the school environment. Based on data, there are still many leaders who do not contribute their best because of the lack of motivation and awareness about the importance of the role of

leaders and the style used. In public schools or Islamic schools, teachers are a very important factor in developing character from the younger generation. The ability of teachers to develop character education is closely related to building teacher efficacy. Similar things happen and at Alexandria Islamic school, the role of leadership is very contrasting and clearly affects many educators, educator motivation to mental educators in dealing with learners who have different mindsets, treatments and inventions. The appropriate leadership style will help a principal or head of school how to manage and give maximum positive impact.

Based on the statement above, it can be concluded that every leader must use the right leadership style in responding to a phenomenon that exists in school. In fact, every policy created from the results of the meeting must be comprehensive and effective long term so that the policy can have a maximum effect on policy users and can be developed by policy makers so that it will quickly create a Superior policy.

Quoting Ulum (2022) states that the leadership style of a leader in accommodating an educational institution is considered very important considering its benefits in all aspects ranging from human resources, content, and policies that apply in the school. So that the participatory leadership style is considered very suitable with school management in order to accommodate the needs and integrity of an educational institution

In contrast to the previous one, Kobat (in Fitri, Frinaldi, & Erianjoni, 2019) revealed that situational and democratic-delegative leadership are the most appropriate in anticipating pragmatic policies because many dynamics occur given the unstable situation (Covid 19). Kobat added that a competent leader is needed in selecting delegates so that the dynamics can be handled properly. Until the democratic-delegative leadership style is considered very suitable

Based on the opinion above, it can be concluded that situational and democratic delegates are the right ones for pragmatic decisions considering the dynamic and unpredictable situation and must prepare appropriate anticipations to respond to environmental conditions

Situational leadership is a leadership style that easily adapts to the environment and

events of certain events so that the tendency of a situational leadership style spreads evenly and equally well. Therefore, this sense of leadership style is very suitable with the atmosphere of leaders in schools who can motivate and accommodate pragmatic policies and rapid policies. Citing Nindiantika (2020) The behavior of situational leaders of vision orientation, mission, and goals that is intelligent character is evidenced in the behavior of smiles, greetings, greetings, discipline.

The cleanliness of the school environment is conducive as one form of application of intelligent character behavior. Religious activities carried out by the school prove good management as a form of application of values of intelligent character. Superior to the proven in the learning process. Just as the above delegative democritical leadership styles also meet the need for a leadership style suitable for pragmatic policy (Renzulli, 2021). This can be seen from the nature of democratic-delegative leadership styles that greatly utilize structural functions where leaders form partners can be relied on by using open thinking so that all members have the same opportunity can be guided and can have a large share in the development of schools / educational institutions. Added by Mattayang (2019) democratic leadership style is an ability to influence others in order to be willing to cooperate in achieving the goals that have been set in various ways or activities that can be done where determined jointly between subordinates and leaders (Munir & Iqbal, 2018).

This style is sometimes referred to as a leadership style that is centered on the men, leadership with the existence of leadership, participatory or consultative leadership. And this delegative leadership style is very suitable if the staff they have turns out to have high motivation and ability (Idiegbeyan-Ose, 2018). Thus the leader is not too much in giving orders to his subordinates, even the leader will be more in providing support for his subordinates

In addition to this, it is necessary to evaluate the policies made previously and pragmatic policies. This is deemed necessary in order to create an absolute policy. Quoting Eugene Bardach (in Putra et al., 2021) which states that

it takes 8 evaluation processes in order to create a Superior policy, starting from the formulation of a policy to evaluation at the implementation stage of a policy. this shows that the policy will continue to be evaluated but returns to the statement above that the policy must be comprehensively effective and long-term in order to be used continuously (Lee & Park, 2021).

The 8 steps outlined above include:

1. Define the problem: the process by which policy users find and define the problem. Next count the many sources and effects of the problem on the policy environment.
2. Assemble some evidence: the process of finding evidence of problems that have a direct impact on the sustainability of the policy. The source of the evidence also comes from anywhere, including the problem literature.
3. Construct the alternative: Compile several alternatives. This stage begins comprehensively and is equipped with influential supporting ideas.
4. Select the criteria: that is to determine the criteria based on the achievement of the results so that the goals become clearer and more planned
5. Project the outcomes: is the process of planning the results of the projections determined based on the evidence that has been found and summarized in a complete and connected manner.
6. Confront the trade off: denying some of the benefits, this is explained as the anticipation of a perfect alternative so that policy makers must deny it and return to the main goal.
7. Decide: is a concrete decision-making process that is made based on all the factors that exist and are affected.
8. Tell your story: a narrative process to record and manage the results that have been projected perfectly and have gone through several evaluation processes.

## Conclusion

Based on the results of research and discussion of the dynamics of pragmatic policies on proportional leadership styles, it can be concluded that. A suitable and proportional leadership style was found to anticipate pragmatic

policies, namely situational leadership styles and delegative democratic leadership styles because these leadership styles can evaluate pragmatic policies (short term, fast and not comprehensive) Become superior policy (long term, precise and comprehensive). It is better if the policy is made through a mature process so that it does not become pragmatic, even though the leadership style can help and anticipate it will be better if a policy is made and studied optimally and through a mature process.

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