



Democratic Leadership Process in Improving the Quality of Vocational High Schools

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Abstract

The purpose of this research/study is in general to find out and discuss democratic leadership in improving quality in vocational high schools. The research method used in this study is the literature method with a qualitative approach with data sources through books and references to previous research results. The results of this research/study are that democratic leadership in quality improvement in vocational high schools can be reached with two processes that must be carried out, including the decision-making process carried out by democratic leadership in quality improvement, namely through a process of deliberation for consensus involving all leaders with a SWOT analysis to review from four different angles based on ethical values that promote honesty, responsibility, good faith, respect and humility, harmony and tolerance, mutual forgiveness, patience, and integrity. In addition, democratic leadership should in improving the quality of vocational high schools through (1) deliberations, (2) empowerment which involves the perceptions of members with a authority approach and a behavioral approach, (3) delegation process, where delegation is delegation of authority and (4) official responsibility to others to be applied to carry out activities to achieve effective results, where the leader has the function of controlling and controlling an organization.

Keywords: *democratic leadership, quality improvement, vocational high school*

INTRODUCTION

In the era of education 4.0, the learning environment must be innovatively and imaginatively planned. This circumstance arises when the principal actively participates in carrying out his responsibilities and overseeing the educational process at the school. Also, school administrators are expected to take a proactive part in encouraging and establishing a creative culture and nurturing an educational spirit. This is merely an attempt to create a novel cultural contribution within the context of the professionalization of teaching staff.

The use of a curriculum that is appropriate for the school context is one of the factors in teacher education that consistently demands logical and proportional learning with the competency of students, teachers, and schools. Also, creativity will endure if it is supported by the school community's strong dedication. The Principal's Leadership Competency is designed to help teachers develop a commitment to constantly learn new things and advance their talents, particularly those that are pertinent to their line of work. Sanjani (2018).

In order to mobilize, coordinate, and effectively utilize all of the educational resources available in the school, the headmaster is crucial. One of the things that enables the vision, mission, goals, and objectives of the school to be fulfilled through planned and staged projects is the leadership of the principle. In order to take constructive and proactive steps to raise the standard of instruction in schools, school principals need to possess the necessary management and leadership abilities. An institution's movement to accomplish its goals has always been centered on the spirit of leadership.

It is believed that the principal's leadership will consistently result in values and more chances to effectively unify teachers under advantageous conditions. It is usually expected that the principal will act in a way that encourages teachers to perform better by being kind, caring, and attentive to them both individually and collectively. Instrumental behavior is task-oriented and directly expresses roles. Effective leadership can only be achieved when it is exercised in accordance with its function. Each group's or organization's social environment has a direct

impact on the leadership function. Because of this, every leader is a part of the issue rather than an outsider. Achmad (2016).

The process of putting decisions into action through quality improvement is one of the needs for enhancing the quality of SMK (Vocational High School) at the moment. Because of this, not all leaders employ this method, and democratic leadership might be used to carry out the decision-implementation process. Leaders are chosen to be in charge of directing an organization through a process called democratic leadership. Democratic leadership is the custom or manner in which people influence others, particularly to raise standards. The management approach used is determined by the maturity of the subordinates and the objectives to be met. Leadership activities will occur while the principal carries out the aforementioned leadership responsibilities. If these processes are sorted out, it will be possible to determine the style or kind of leadership a leader will employ when performing his or her responsibilities. Alfin (2021).

METHOD

Research publications published on the Google Scholar page were used as the data and information sources for this study's literature-based methodology, which used a qualitative approach. A literature study is a research project that is prepared similarly to other research projects, with the exception of the source and technique of data collecting, which involves reading, recording, and analyzing research materials in libraries. The qualitative approach, on the other hand, is descriptive, unstructured, and typically takes the form of words that researchers have processed. Sugiyono (2010).

RESULTS AND DISCUSSION

Result

The following actions must be taken by democratic leadership to improve the quality of vocational high schools in light of the situations and issues mentioned above:

In order to improve quality, democratic leadership first applies a number of decision-making processes, including (1) deliberation for consensus, (2) empowerment with an authority approach that involves members' perceptions of internal parties, including all school leaders in the field of curriculum, students, homeroom teachers, and the Business and Industrial World (DUDI), and (3) the experience of subordinates. A SWOT analysis is performed to examine opportunities, threats, strengths, and weaknesses from four different perspectives before making a choice. This analysis can be used to assess issues and choose more effective tactics. This requirement will have a favorable effect on raising the standard of vocational high schools (SMK) by giving those at the bottom the chance to feel appreciated, be able to express their thoughts, and carry out their duties properly and responsibly.

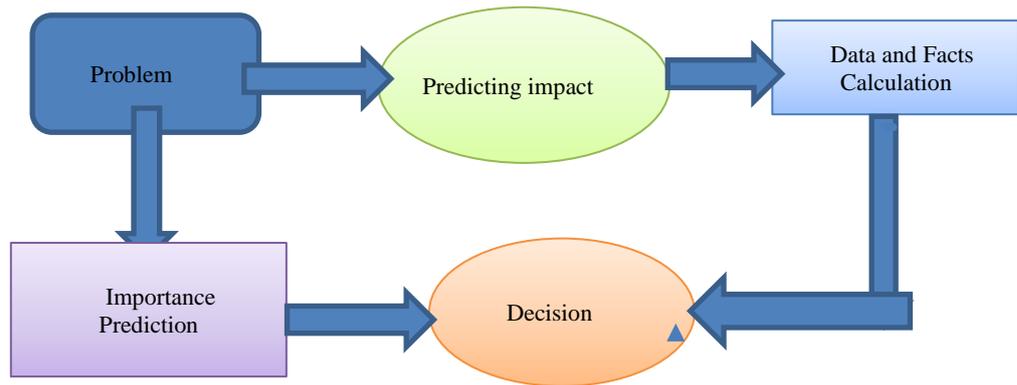
Democratic leadership in quality development is built on a method that supports moral principles in a value system: honesty, accountability, reliability, sincerity, respect, and modesty, as well as harmony and tolerance, reciprocal forgiveness, patience, and integrity. This can be achieved by the existence of a relationship or relationship between all components of the work environment and policy makers. Particularly in the present Digital 4.0 era, the decision-making process can be carried out in multiple stages. This can be done with every subordinate both online and off. The decision-making process of democratic leadership can be seen in the following flowchart.

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**Flowchart 1.** Democratic Leadership Decision-Making Process.*Source: Author's Research Results (2022)*

Second, to carry out activities and achieve effective results, the process of implementing decisions in quality improvement is applied. This process includes (1) deliberation, (2) empowerment involving the perception of members with an authority approach and a behavioral approach, (3) a delegation process, where delegation is a delegation of authority, and (4) official responsibility to others. Here, the leader serves as both an organizational controller and a controller. The leadership also implements the final decision-making process using a variety of objective factors. Problem-solving, where the tradition is inseparable from the character of collectivity, mutual support, and help, differs from deliberation in that problem solving is a cooperative discussion to achieve conclusions and solve problems.

To improve quality techniques in vocational high schools, this approach must unquestionably be founded on a physical or physiological value system that is implemented through mapping positivism programs or activities. Of course, it has a clear purpose, origin, and cause.

Discussion

According to the findings of the aforementioned research and studies, democratic leadership can be achieved by decision-making through deliberation and delegation, where deliberation is a group discussion to arrive at decisions and solve problems, and problem-solving, where the tradition is inseparable from the character of collectivity, mutual assistance, and help. When a manager asks one or more subordinates to assume ownership of decisions made in advance by the management, this is known as medium delegation.

Recognizing that individuals within an organization have the ability to define their professional responsibilities, complete worthwhile tasks, and have an impact on significant events is a key component of empowerment. According to the findings of the article Latifah, Warisno, and Hidayah (2021), the head of the madrasah made the following steps to raise the quality of graduates from Madrasah Aliyah Nurul Islam Jati Agung: (a) The Input Stage plan entails the following: (1) registration process; in order to spur public interest, the head of the madrasah waives all registration expenses for all GDP candidates. (2) Following the input method, a mapping test is conducted to assess each new student's proficiency. (3) Graduation Report Cards are the outcomes of the assessment recapitulation from the mapping exam that has been conducted as a reference for kids who have been deemed passed and admitted at Madrasah Aliyah Nurul Islam Jati Agung or not. (b) The following is a list of the in-progress strategies: putting together conferences, seminars, and training sessions to use the findings of their research to enhance the quality and professionalism of human resources.

The Head of Madrasah, according to Aisyah, Zohriah & Apud (2022), prioritizes setting a good example, thinks carefully about problem-solving and solicits members'

opinions, is very receptive to criticism, input, or opinions from partners, and views madrasah members not as subordinates but as colleagues so that the findings of his research are found to be a democratic leadership style.

A leadership style that is focused on human interactions, according to Upe, Sukandar, and Setiawan (2021), is a leadership style that places more emphasis on peer relationships, trust, appreciation, warmth, and harmony in relationships between leaders and subordinates. The principal may place special emphasis on one of the current leadership philosophies when running the school administration. There is still debate over the best leadership style to use. The qualities of the school as a learning institution will influence how well the leadership style is used.

The decisions made by the leadership would be of high quality, as per Comalasari & Harapan, even if the process of implementing democratic leadership decisions in quality development is via deliberation to consensus on these conditions (2020). It is possible to create the conditions for the emergence of a peaceful and supportive work environment and interpersonal relationships with effective leadership from the principal. Also, a strong principal can help SMP Negeri Indralaya Selatan accomplish quality education and is a strength in preserving and enhancing the democratic leadership of the principal at SMP Negeri Indralaya Selatan.

The terms "quality of education" are derived from the words "quality" and "education," respectively, and they relate to the standard of work done by educational institutions or schools. This can be determined by counting the number of students who graduate with accomplishments that are pertinent to the goal, including academic and extracurricular successes. Quality refers to a product's general attributes and traits. The understanding presented above demonstrates that quality cannot be defined if it is not related to a particular context. Quality education is defined as education that can satisfy community expectations as well as community wants and needs. In order for the community's expectations to be met, teachers and schools must have high expectations for their students.

CONCLUSION

From the results of the study above, it can be concluded that democratic leadership in improving the quality of vocational high schools can be achieved by two processes that must be implemented, including the decision-making process carried out by democratic leadership in quality improvement, namely through a deliberation process for consensus by involving all leaders with SWOT analysis to review from four different angles based on ethical values that prioritize honesty, responsibility, good faith, respect and humility, harmony and tolerance, mutual forgiveness, patience and integrity.

In addition, democratic leadership is also needed in improving the quality of vocational high schools through (1) deliberation, (2) empowerment involving the perception of members with a power approach and behavioral approach, (3) a delegation process, where delegation is a delegation of authority and (4) official responsibility to others to be applied to carry out activities to achieve effective results, Where the leader has a function as a controller and controller of an organization.

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