

Implementation of Digital Leadership in developing student learning at SMP Manggala Kab. Bandung

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Abstract - This study aims to analyze the implementation of the digital leadership approach in the development of student learning at SMP Manggala Kab. Bandung. Through this research, it is expected to be one of the keys to successful leadership in the development of digital-based learning. The research method used is a case study, with data collection techniques, research using qualitative descriptive methods, literature studies derived from observations, books, and scientific journals relevant to this research. The results of this study explain that digital-based leadership can encourage teachers to be able to make maximum use of the information technology so that it will have an impact on students' achievement in learning. With the maximum use of information technology in the school, the principal can encourage teachers to provide creative, innovative, and fun learning for the students. Leaders who follow technological developments must have skills in influencing, encouraging, guiding, directing, and mobilizing others to achieve the implementation of educational learning development. The role of the principal greatly determines the quality and ability of the teachers in developing learning in the schools they lead. Digital Leadership must be able to prepare human resources, qualified teachers, who are ready to compete nationally and internationally. Changes in the mindset and behavior of each teacher are expected to be a motivation in facing any changes in the digitalization era to achieve a quality education.

Keywords— Changes in Environment; Digital Leadership; Learning Development

INTRODUCTION

The order of human life is always developing and changing along with the changing times and times. Humans are required to have the ability to respond and adapt to various changes that exist. One of these changes is the era of openness between one social group and another, between one ethnic group and another, which in the end the change is identified with globalization. Digitization and the phenomenon of digital technology transformation are moving rapidly

and fundamentally in all areas of life, both business and social organizations.

Digitalization has a very significant impact on the world of education. Various aspects of education such as educational goals, educational orientation, evaluation, curriculum, and so on have a great influence from the digital era.[1] Education has a strategic role in bringing the nation's progress. Therefore, education is a big challenge for every country. This is to realize high-quality education to be able to build a competitive society in the global era.[2]

Globalization with technological sophistication and unlimited communication and social interaction between humans in various parts of the world is certainly a proud achievement for human civilization, but on the other hand, globalization also has an impact on the emergence of a free and open competition between one country and another. The era of openness is a challenge for every country to be able to create a competitive society as well as being able to win a competitive competition.[3]

The global community, in general, has the aim of empowering all the potentials possessed by humans by carrying out a leadership process for themselves (self-leadership) meaning that humans have full awareness in developing their potential, so humans need to be equipped with various knowledge (knowledge), values and various skills to have self-confidence and optimism in carrying out their life tasks. [4] Education is the main actor that is quite strategic in encouraging and giving a significant influence on the preparation of human resources to be able to survive and be

highly competitive in the midst of global competition.

In reviewing law No. 57 of 2021 concerning National Education Standards in chapter II Article 14 concerning Assessment of the learning process by the head of the Education Unit as referred to in paragraph (1) letter b is an assessment by the head of the Education Unit at the Education Unit where the educator is concerned on the planning and implementation of learning carried out by the educator concerned.[5]

This will not be separated from the very important role of leadership in the implementation of education. where we know that the progress of an institution will not be separated from the role of leadership. The question is how leaders must behave and act in carrying out their leadership, what must be prepared by a leader, especially in educational institutions.

Based on the background of these problems, the study in this study focuses on how the implementation of Digital Leadership (digital Leadership) by school principals is applied at SMP Manggala Kab. Bandung. The purpose of this study is to bring readers to get a real picture of the implementation of digital leadership of principals at SMP Manggala by encouraging the maximum use of information technology for teachers in learning development to produce various achievements and can improve the quality of quality education.

LITERATURE REVIEW

Definition of Leadership

D.E. McFarland argues that leadership is a process in which the leader is described as giving orders or influencing, guiding, or influencing the work of others in choosing and achieving the goals that have been set. Oteng Sutisna argues that leadership is the ability to take the initiative in social situations to create new forms and procedures, design and regulate

actions, and by doing so generate cooperation towards achieving goals [Danim 2010:6] [6]

Digital Leadership

Several kinds of literature define digital leadership as a key skill that managers must possess to carry out digital transformation, digital leadership can be defined as setting direction, influencing others, and initiating sustainable change through access to information, and building relationships to anticipate changes that are important for success (schools) in the future. The dynamic combination of mindset, behavior, and skills is used to change and/or improve the culture (school) through the help of technology. Digital leadership isn't about flashy tools, but rather a strategic mindset that leverages available resources to improve what we do while anticipating the changes needed to grow a (school) culture focused on engagement and achievement. It is a changing leadership construct that grows out of the symbiosis of the leader and technology relationship. [7]

Digital leadership is one of the most appropriate, fast, cross-hierarchical, workgroup-oriented, and collaborative approaches, with the main focus on innovation. [8] From the opinion of experts, it can be concluded that digital leadership is a leader's strategy by applying technology to improve school integrity.

Digital Leadership Skills

Define the following managerial leadership skills: Interpersonal (people) skills involve the ability to understand, communicate, and work well with individuals and groups through the development of productive relationships. Technical skills (p.) involve the ability to use methods and techniques to perform tasks. Decision-making skills (conceptual ideas) are based on the ability to conceptualize situations and choose alternatives to solve problems and take advantage of opportunities. The managerial role categories include interpersonal roles, information roles, and decision roles.[9]

Literacy to support Digital Transformation

Quoted from aptika.kominfo.go.id, digital literacy can overcome problems that arise because they do not understand what digital space is and how to move in this space, said Aptika's Director-General, Samuel A. Pangerapan in Siberkreasi Hangout Online "The Impact of Technology on Brain Development in Children" on the Siberkreasi Youtube channel, Saturday (16/01/2021). He explained that four literacy pillars are important to introduce and provide an understanding of information and communication technology tools, namely digital skills, digital culture, digital ethics, and digital safety.

1. Digital skills are related to the individual's ability to know, understand, and use hardware, software, and digital operating systems in everyday life," he explained.
2. A digital culture is a form of community activity in the digital space while still having national insight, Pancasila values, and diversity. The basis is that many people feel that the digital space has no rules, it's different when in a physical space that has etiquette. We want to grow back that digital and physical spaces are no different," he added.
3. Digital ethics is the ability to be aware of, consider and develop digital ethical governance (netiquette) in daily life.
4. Digital safety, as the community's ability to recognize, implement, increase awareness of personal data protection and digital security. [10]

RESEARCH METHODOLOGY

This study uses a descriptive method with a qualitative approach. Where the author collects data through observation, interviews, and documentation of the principal in implementing digital leadership at SMP Manggala where the principal leads. The population taken is SMP Manggala and the sample is the Principal of SMP Manggala.

DISCUSSIONS

Implementation of Digital Leadership at SMP Manggala Kab. Bandung where the principal guides the teachers In the use of Information Technology, especially when the Covid-19 cases are rampant, which makes many schools have to do distance learning. Not a few teachers experience obstacles due to a lack of understanding of the use of IT. The role of digital leadership is highly tested in this case where the principal is required to be firm. Through the Education Quality Planning Bureau, the Principal directs teachers to learn how to use google meet, google classroom, zoom meeting, etc. so that teachers at SMP Manggala make changes in habitual behavior very quickly to be able to adapt. Although currently, the Covid-19 case continues to decline, school principals continue to make updates for teachers so that they continue to study and develop IT-based learning as demand for changes in globalization, especially in the Industrial Era 4.0.

The purpose of implementing digital leadership is to change mental attitudes, habits in the development of learning. The leadership role of the Manggala Middle School is to direct teachers to improve the competence of teachers and education personnel in developing learning in schools that were previously manual but now digital-based. Principals are also required to be more alert to any changes where teachers and students become important objects in learning success. becomes a very difficult challenge when students are more proficient in using technology. This is where the role of the principal is questioned. Digital Leadership carried out by school principals is not only for teachers and students but how to educate parents and the community about the importance of digitalization to achieve maximum learning goals.

Supporting and inhibiting factors of implementing Digital Leadership The principals felt, among others:

Supporting factors

Principals are easier to direct teachers with the Education Quality Planning Bureau, where every instruction given by the principal can be implemented more efficiently.

Obstacle factor

Lack of encouragement and motivation from parents towards students so that the principal must make a strategy to provide understanding to parents about the use of technology.

The measure of the principal's success in implementing digital leadership is that teachers are getting used to using technology even now in limited face-to-face learning.

1. The teachers use PowerPoint in explaining the subject matter, while the assignments given to students are mostly through google classroom so that the teacher's time is more efficient in checking student assignments.
2. Digital skills that are continuously applied by school principals so that teachers continue to be creative and innovate in developing learning.

CONCLUSION

Leadership in the digital era is an important ability that must be possessed by individuals to create solutions to various problems in the digital era. Leadership style in the digital era not only understands the concept of leadership but must be able to master soft skills (non-technical skills) and hard skills (technical skills). Soft skills (non-technical skills) are needed by everyone to improve performance at work because they are related to the ability to adapt, interact, and regulate oneself.

Based on the results of the discussion on digital leadership, it can be concluded that the implementation of digital leadership carried out by the principal of SMP Manggala can be realized if teachers, students, and parents can work together. The existence of the Education

Quality Planning Bureau at SMP Manggala has helped principals and teachers in developing learning in schools. The ability of principals to innovate and adapt to emerging technological trends is a form of the main role of policymakers in an educational institution.

Other than that, students need to have a chance to model the leadership skills they've learned in a meaningful way. Giving

students this power can inspire and motivate them while helping them understand how they can create change in the world. When educators connect students to social justice or community service projects, not only do they get curriculum-related lessons, they are empowered to participate in their society and their democracy.

No matter how old students are, learning digital leadership is essential for ensuring that online communities remain safe, supportive places where positive ideas are shared and acted upon.

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