

The Principal Roles in Making an Excellent School Library

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Abstract—This research aims to describe the role of principals in realizing an excellent school library. The research was conducted in the Prapanca Library State High School 2 Bantul. Informants in this research consist of the principal, the head of the library, the library staff, and the teacher. The data collection using interviews, observation, and documentation techniques while the data validity using the source and techniques triangulation. Data is processed using interactive analysis techniques that include data collection, data reduction, data presentation, and conclusion drawing. The results of this study show that the role of principals in realizing an excellent school library is shown in three aspects. First, as an innovator, it means being able to develop all components of the school library that have an advantage based on accreditation criteria and participate in competitions at the national level. In policymaking, the principal has not engaged all existing staff. The most dominant role in achieving these achievements is the principal's policy in funding for library development of 10% of the School Revenue and Expenditure Budget Plan (RAPBS). Second, as a motivator, it means that the principal always prioritizes innovation activities, provides technical guidance for library staffs, gives confidence to library staffs in the implementation of their duties, rewards achievement, provides verbal disciplinary penalties for those who break the rules, and conducts regular monitoring and evaluation activities to improve the performance of library workers. The briefing and technical instruction activities have not been thorough, so that there is a work implementation that still encounters obstacles. Third, as the creator of culture and working climate. The principal emphasized to the library staff to provide excellent service to the students, instill the values and norms that all school residents must adhere to, establish intensive communication with all school residents and the surrounding community, and strive to preserve the local culture by providing a cultural space containing a collection of library materials about regional culture and regional clothing mannequins. Currently, the immersing of values and norms has not been thorough for the citizens of the school, so there are still violations of agreed values and norms.

Keywords—*principal role; excellent library; school library*

I. INTRODUCTION

The ever-changing organizational environment is increasingly complex and competitive, requiring educational institutions to be more proactive and responsive in order to survive in their environment and be able to improve their quality. Leaders have a fairly dominant role in an organization.

The principal, as a leader in the school, is influential in determining the progress of the school. The principal is responsible for the implementation of educational activities, school administration, coaching of education personnel, and utilization and maintenance of facilities and infrastructure [1].

Institution managers, especially principals, should be able to strategize to address the challenges faced in order to character-building and student success. One important component of education and learning strategies in schools that school managers rarely notice is the school library. The school library is a subsystem of educational programs that affect the overall education program [2]. According to the National Library Standard [3], the school library is a library located in a formal education unit in the primary and secondary education environment that is an integral part of the school's activities, and as a learning resource center to support the achievement of educational objectives namely the development and increase of reading interest, information literacy, talent and ability of students. Therefore, school libraries are an important component in the series of educational programs in schools. The school library also serves as a means of infrastructure to improve the learning process and provide variation in the educational process. Excellent school libraries are closely related to the principal's role as a leader in the school. The school library has a function as a learning resource and resource for students and teachers in the school. Currently, excellent school libraries can meet the criteria of components in accreditation and library competition criteria at the provincial and national levels.

The national education department explains that in the perspective of national education policy, there are seven main roles of principals as an educator, manager, administrator, supervisor, leader, creator of the work climate, and entrepreneur. Another was revealed by Mulyasa [1], who added the principal's role as an innovator and negated the principal's role as an entrepreneur. Based on these opinions, the principal's role in this research is focused on the role of innovators, motivators, and creators of a conducive culture and working climate in order to realize an excellent school library.

A principal in his capacity has two important roles, namely, as a school leader in his organization and can also be a general leader in the wider community [4]. Both roles are so important that they can play a role in interpreting, developing, and implementing education policies, especially in the management

of facilities and infrastructure related to school libraries as a learning resource for students. This relates to the principal's role as an innovator, meaning the principal becomes a dynamic and creative individual who does not get caught up in his daily routine so that the principal is expected to have the ability to implement reforms (changes for better things) and the ability to implement current policies in the field of education. The role is described as follows—first, Administrators as policymakers. A school administrator plays an important role in the development of rules about education in schools, including libraries. The policies implemented in schools will affect the school's image and the quality of education it produces. Concerning libraries, the policy taken by the principal can improve the quality of the library so that the image of the school library is more positive compared to other school libraries. Second, Administrators as implementors of policy. The principal, as the executor of the policy, should be able to brief its members. In this case, all library personnel, in order to carry out their duties properly, so that the planned goals can be achieved.

Third, administrators as followers of policy issues. It means that the principal must always keep up with existing developments, especially those that have implications for the world of education. Therefore, a principal must proactively seek information related to the implementation of an excellent school library and fourth, administrators as influencers of policy. In the capacity of principals as leaders in the general public, administrators also influence the community on existing policies related to the implementation of excellent school libraries. The efforts to realize an excellent school library cannot be separated from the role of the principal as a motivator. In this case, the principal should be able to encourage so that all components of education can develop professionally so that a principal is expected to have the ability to manage the work environment (physically), the ability to manage the work/learning climate, and the ability to give decisions to the school residents related to the organizing of the school library as a learning resource for students. The principal, as an education leader in his school, should be able to define his role to motivate the school community in dedicating their respective duties so that his performance becomes optimal.

They were similarly expressed in the results of research [5], which implies that a democratic leadership style is the most preferred by library staff. An attractive leadership style can increase the motivation level (extrinsic motivation) of library staff, resulting in a good performance. Also, a school principal must be able to create a culture and work climate that is conducive to excellent library management. Conducive culture and work climate will enable every school community to be more motivated to show their excellent performance, accompanied by efforts to increase their capacity. School culture and climate can shape a person to obey the rules and create new positive habits through the application of good discipline. Therefore, if it is observed, school culture grows in schools that have great attention to the creation of good school management, not schools that run as they are without any awareness to seek to create management based on professional management principles [6].

This relates to an opinion which revealed that if the principal's primary role is to build and maintain the school climate (feelings and attitudes) because of its strong influence on the school's teaching-learning process, then staff should understand what is done and say that determines the climate in their schools [7]. This means staff must comply with and submit to the culture and working climate that the principal has built.

Sekolah Menengah Atas Negeri 2 Bantul is one of the schools that has an accredited library A and won the national school library competition in 2017. Based on this, it can be assumed that the library of SMA Negeri 2 Bantul school already meets the aspects of the library under the school library accreditation standards and the standard aspects of the library competition. In this case, the library of SMA Negeri 2 Bantul is said to be a school library that has advantages over other schools. Preliminary observations conducted by researchers at SMA Negeri 2 Bantul found that the school library already provides maximum service in libraries that are rarely found in other school libraries. However, some of the problems related to the implementation of excellent school libraries. Some of them are that the principal has not engaged all staff in decision making, the briefing to the library staff has not been thorough, the lack of detail of the principal's explanation of the policy taken, and the motivation has not been thorough on all school residents to build a shared commitment in the implementation of the library.

Based on the above phenomenon, the role of the principal is very important in the successful implementation of an excellent school library. Therefore, this research aims to describe how the role of the principal in realizing the excellent school library, from the aspect of the principal's role as a motivator, innovator, and creator of culture and work climate. The expected benefits of this research will theoretically add scientific references and insights about the implementation of excellent school libraries in particular and the role of educational leadership in improving the cauldron of schools in general. The practical benefit is to inform the principals about their roles and functions in organizing a library that excels in the national scene.

II. METHODS

This research method is a descriptive study using a qualitative approach that aims to describe the role of the principal in creating an excellent school library. This research was conducted at the Public High School 2 Bantul, Prapanca Library, which was conducted from August 2018 to April 2019. The informants in this study were the principal, the head of the library, and library staff at SMA N 2 Bantul. The subject of this study was chosen because the subject directly organizes the library in schools.

This research procedure begins with conducting a preliminary survey to obtain permits, then compiling a research proposal equipped with a research instrument. The next step is to arrange a research permit to collect data at the Prapanca library, SMA N 2 Bantul, for analysis using interactive analysis techniques Miles and Huberman. The data collection technique uses several techniques, namely, interviews, observation, and

documentation. Interviews using an interview guide instrument aimed at school principals, head of libraries, and library staff at SMA N 2 Bantul library. Observations were made in the library room regarding the social situation and condition of the library, the supporting facilities for excellent library management. Document studies were carried out on library profile documents and guidelines for accreditation assessment and library competition guidelines. Furthermore, the data that has been collected is analyzed using interactive analysis techniques that refer to the Miles and Huberman model [8], which consists of the steps of data collection, data reduction, data presentation, and conclusion drawing. The validity of the data in this study used techniques, namely the triangulation of sources and data collection techniques.

III. RESULT AND DISCUSSION

Developments in various areas of education include the school library, requiring a leader who can be an agent of change and provide guidance to his staff. Therefore, to realize an excellent library is required a professional principal, in the sense of a leader who can conduct a leadership process based on his duties both technically and substantially. Based on the results of this study, it was found that the principal performs various roles to realize the implementation of an excellent school library, with three roles. The role is as an innovator, motivator, and creator of culture and working climate in the school library

A. *The Role of The Principal as An Innovator*

Innovation is a new thing that is difficult for the school's community to accept in full and directly. It depends on the varying level of understanding and knowledge of the school's community. The Prapanca Library, Bantul Public Senior High School 2, as one of the learning resource centers in schools, is also one of the principal's concerns for innovation in its implementation. Innovation in the library is carried out gradually in each component of the library so that it can meet the criteria in the accreditation requirements and standards of library competitions. Under that matter, Rogers argues that implementing innovation in an organization consists of several stages, namely the knowledge stage, the persuasion stage, the decision stage, the implementation stage, and the confirmation stage [6].

Based on the results of an interview with the head of the library stated that "... in decision-making sometimes the principal only involves certain people involved in library management, and has not engaged all the school residents". It is also reinforced by the results of interviews with library staff, that "in realizing a quality library, indeed not all school staff are involved, only certain people play a direct role in library management." Likewise, the statement of assistant principal of the infrastructure, said "I am indeed involved, because it relates to the procurement of facilities, how to analyze needs, what needs to be prioritized and so on. Moreover, indeed the meeting is only held at the same time limited to certain people". Based on the results of the interview shows that at the decision-making stage, the principal has not engaged all school residents (teachers and staffs as a whole), but involves some teachers and employees related to the innovations made in the

library, such as all assistant principals of the school consisting of four people, teachers appointed and involved in the implementation of libraries, head libraries, and existing library staffs. All components of the library become objects of innovation by the principal in order to realize the excellent library. The decision made by the principal is very useful and appropriate by the school community. Some examples of decisions taken are decision-making related to the transfer and construction of library buildings, renovating and equipping library facilities, rearranging space by changing the colorful ceiling to be interesting for the end of the library. Besides, also repainted the walls to give the impression of encouraging visitors, providing a chair table and a comfortable place to read books, providing a reading oasis in some places, organizing a thematic library, expand the network of cooperation with the community outside the school, and equip internet facilities at several reading points.

The results of interviews with other library heads mentioned that "all school library innovation activities can be organized properly and smoothly... because principals dare to take policies related to funding for the implementation of an excellent library. Without the courage of the principal to take the policy, the development of the school library will be difficult to achieve". The results of the interview were reinforced by an analysis of the school library profile document, which stated that the Principal of SMA N 2 Bantul issued a budget of 10% of the School Revenue and Expenditure Budget Plan for school library innovation to meet the criteria in school library accreditation and library competition at the national level. This is also reinforced by document analysis in the form of the Budget Plan and School Revenue that library development is allocated 10% of the school budget. This condition is rare in other school libraries that only spend 5% of the school budget or refer to general provisions, based on Article 23 paragraph 6 of Law No. 43 of 2007 on Libraries, which states that schools/madrasas allocate at least 5% of the school/madrasah's operational expenditure budget or spending goods outside the employee budget and capital expenditure for library development.

B. *The Role of The Principal as a Motivator*

The success of the school library is influenced by a variety of factors, both internal and external factors. From these factors, motivation is the dominant and most prominent factor in mobilizing library personnel to carry out tasks and work optimally. Every library staff in particular and all school communities, in general, have different characteristics. Therefore, a principal should provide attention, special services, and motivation to improve their performance.

Based on the results of interviews with the head of the library explained that "often the principal visits the library ... talk to the library staff to motivate its performance. It does not just work. Nevertheless, he also often asks about family. So impressed, there is a sense of family.". Based on the head of library opinion, it is shown that the motivation given by the principal in socialization activities about the need for innovation in the library. The socialization was given during the flag ceremony every Monday, and the meeting about giving instructions on what to do by library personnel and deputy

principals directly involved in the development of the library has not been thorough on all school residents.

In addition, the motivation given by the principal is done by giving trust to the library staff to do their respective duties and review the results of their work and be rewarded if needed. This award does not have to be money or goods but is given in the form of words of praise and communicated with other staff. However, the principal gave disciplinary penalties several times in the form of verbal reprimands for library staff who broke the rules and showed poor performance. It aims to motivate library staff to carry out work with discipline and maximum. The principal also conducts regular monitoring and evaluation of library staff performance; the results of monitoring and evaluation are discussed in regular meetings of the board of teachers.

Based on the analysis, it is known that the principal, as a motivator, can motivate the library staff with various strategies. The motivation aims to realize an excellent school library, which has been established before. This is similar to an expert said that as a motivator, the principal must have the right strategy to motivate the educational personnel in carrying out their duties [1].

C. The Role of The Principal as an Initiator of Workplace Culture and Environment

Obstacles in the innovation or development of school libraries are often difficult because the school is already comfortable with its existence. Each school has its own culture and working climate that distinguishes from other schools. School culture and climate can be shaped through the values, perceptions, habits, education policies, and behavior of school residents in the institution. Based on the results of an interview with the head of the library mentioned that "we are always supervised performance and reminded to provide excellent service to the students and teachers to the reference materials needed in learning. Likewise, if teachers and students want to use the reference room for learning, we have to prepare everything well". The results of this interview are reinforced by the library's assertion that "principals sometimes advise us to change symbols and slogans that are more interesting and motivate students to read and study in the library actively." It is also revealed by the library's staff at the cultural service stating that, "... The principal is always meticulous and attentive, always advising us to add to the culture collection and replace the mannequins with different regional clothing, as we have, so it does not seem monotonous". The conclusions of some of these research informants show that in realizing an excellent library, strong principal leadership is needed in creating a conducive culture and working climate. The principal emphasized to the library staff to provide optimal library user service so that users are satisfied and comfortable in utilizing the facilities in the library.

Based on observations in the thematic library in the school mosque, it shows that the principal also instilled strong religious values and norms that all school residents must adhere to regarding work activities and the use of thematic libraries as one of the learning resources for students in the school. However, in socialization activities, the values and

norms have not been done thoroughly. There are still those who violate the norms and rules that have been agreed together. This is an understatement that the principal needs to develop values relevant to the spirit of the school's vision and especially impartiality to the learning process as the main mission of the school [6]. Therefore, the school's core or basic values should be directed towards providing optimal learning services for students so that they can develop their potential optimally. The principal communicates both internally and externally and is open to the advice and complaints of school residents and the public to enhance the role of the library better. Concerning the preservation of regional culture, the principal's policy was to develop by making artifacts and slogans affixed to the walls of the library space. The principal also provided a special library room to preserve the culture of the area with traditional clothes mannequins and a collection of library materials containing cultures from various regions. Similarly, in the development and acquisition of library material adapted to the main theme of Prapanca Library of SMA N 2, Bantul is to realize the school library as an oasis of science.

The culture and climate of the organization that has been focused on library staff will foster a shared commitment to school progress, especially in realizing an excellent school library, which can distinguish from other schools. Commitment is a situation in which all library personnel and school residents exert all their ability and devotion to the school library so that the library staff and the citizens of the school get their satisfaction

IV. CONCLUSION

Based on the description of the research results and discussion above, it can be concluded that the role of the principal in creating a top-notch library is as follows

- 1) As an innovator, the principal can develop all components of the school's library that owns excellence based on accreditation criteria and competitions at the national level. In policymaking, the principal does not involve all of the staff in the school for only chosen people involved in running the school library. The most prominent role in accomplishing excellent achievement lies in the principal's policy of the library's development funding by 10% of the school budget plan (RAPBS).
- 2) As a motivator, the principal always educates innovation activities for the school library, provides technical instructions for library personnel particularly, faith in library staff to carry out their duties, rewards for work achievement, gives verbal disciplinary punishment for violating rules, and carry out regular monitoring and evaluation activities to improve the performance of library staff. As for the activities of directing and providing technical instructions, an in-depth direction and technical instructions are still not thorough. Therefore there are still implementations of work that encounter obstacles.

- 3) As an initiator of workplace culture and environment, the school's principal emphasizes the library staff to provide excellent service to visitors, instill the values and norms that must be obeyed by all of the school members, establish intensive communication with all of the school members, and the surrounding community. Besides, the principal emphasizes to strive in preserving regional culture by providing a cultural space containing a collection of library materials about regional culture and regional clothing mannequins. Regarding values and norms, an in-depth instill for values and norms towards all of the school members is not thorough yet. Thus, the violation of settled values and norms still exist.

The researcher suggests for the fellow researcher to strive the research of the roles of other school principals in realizing a top-notch school library. As for the school principal, the researcher suggests involving all staff in decision-making; therefore, all parties will be well aware of the decisions. Then, the briefing process should not only be focused on library staff but all existing staff that will result in the staff's ownership and responsibility in managing the school library, as well as in instilling the values and norms. Regarding the instilling of the values and norms, the process should be thorough towards the

school members in order to minimize violations done by library staff, school staff, and students as library users. As for the library staff, it is advisable to be more disciplined and always improve their performances to maintain the excellence and position of the library.

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