Principal's Leadership Strategy in the Era of Digital Disruption

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Abstract— **The rapid change of times due to technological progress is one of the factors of strategic changes that leaders must make in adjusting the organization to survive. The era of disruption itself is related to the challenges faced due to changes in the rapid development of the times, especially in the field of technology. In comparison, leadership is the ability and potential of a leader to bring his organization to survive in the increasingly advanced technology. Leaders, of course, must have their strategy so that the organization they lead survives today, which will continue to change because of the progress in the field of technology. This study aims to determine the strategy of the principal leadership in times of digital disruption. This study will use a qualitative approach with data collection techniques like observation and interviews. The results of this study will show how the strategy undertaken by the principal of two different educational units in the face of the era of disruption. This study is essential to see what strategies are applied in principals' leadership in the education unit they lead.**

Keywords— leadership, disruption, digital.

INTRODUCTION

An organization needs a leader who can bring the organization to survive and achieve its goals. A leader needs an essential competence in the organization he leads, namely leadership competence. According to [1], leadership is the ability to influence humans to do and not do things. A school leader is a principal who as the principal according to [2] in educational institutions has a role in determining what decisions are the most correct or most appropriate, especially in certain situations in education policy. We are experiencing the development of the times so fast that we have arrived in an era of disruption that encourages us to think quickly and be target-oriented. According to [3], this era of disruption provides an opportunity to get information in any form. The information provided, the system that supports the transfer of information, does not create a barrier between the recipient and the provider. This era of disruption

made significant changes in various fields, one of which was education itself. In Indonesia itself, there are still many problems in the field of education, one of the problems of education in Indonesia, quoted from [4], is that education in Indonesia continues to be trapped in a learning system that only attaches importance to quality and numbers, so it often forgets the true purpose of education, namely how to prepare generations and be able to adapt in an era of disruption, whose changes are speedy and difficult to predict This is where the leader's job is to take action related to leading his organization to survive in this era of disruption. The role of the principal is quoted [5] as a leader who can control the path of implementing education, where education essentially functions as a transformation that converts inputs into outputs. In ensuring the implementation of education in the school properly, the principal is involved in determining good management to ensure the quality of the school is by educational goals. Based on the description above, researchers are interested in knowing how the principal carries out the strategy in dealing with the era of disruption that enters the order of society.

THEORETICAL STUDIES

A. Era of Disruption

In the present era, disruption is familiar to society because, at this time, the rapid development of technology is felt directly by the community. According to [6], the term disruption was first introduced by Clayton M. Christensen and Joseph Bower in his article entitled 'The Disruptive Innovation.'The article discussing the disruption is intended for company executives who plan to fund and purchase a corporation in line with the company's future revenue. Furthermore, Christensen provides an understanding of disruption, an innovation that helps create new foundations and opportunities, disrupts or damages existing markets, and ultimately replaces previous technologies. In general, we understand the era of disruption as a time when many technological innovations were born that changed the old system order and even damaged existing ecosystems. In

Indonesia, we have felt this phenomenon. For example, the birth of e-commerce technology innovations in the transportation sector, such as Gojek, Grab, and Uber, and the emergence of ecommerce in education, such as Ruang Guru, Quipper, and others.

As is known, the disruption era has impacted various fields, including industrial, health, social, financial, and education. According to Ekasari et al. (2021) [7], there are some advantages of the disruption era in the field of education, namely 1) accessing the information needed to be faster and more practical, 2) the growth of various innovations, primarily oriented toward the field of technology and digital 3) the emergence of digital-based mass media such as electronic media that functions as a source of knowledge and information for the community 4) increasing human resources in technological and digital development 5) the emergence of various sources digital-based learning that can be accessed anywhere and anytime such as online libraries, online learning media, online discussion rooms, and others.

In addition to the advantages, there are also some negative impacts or disadvantages of this era of disruption. Based on research that has been carried out by [8], the negative impact of this disruption era can affect people's mindsets, attitudes, and behaviors, which can ultimately damage the joints of people's lives because they are not in line with ethics and norms prevailing in society. Quoted from RISTEKDIKTI 2018 [9] the emergence of the current era of disruption gives rise to a new theory, namely VUCA, changes that are so fast, massive with a flow that is difficult to predict (Volatility), and uncertainty, causing complex relationships between factors causing change (Complexity), the emergence of uncertainty for the direction of change that confuses (Ambiguity), Globalization, digitalization and changes in work attitudes, especially in millennials, are Some of the challenges that leaders have to face today.

B. Strategy & Leadership role

Digitalization has changed the pattern of communicating, producing, and organizing themselves. According to Sophia Bolte [10], two phases occur in digitalization. In the first phase of digitization, companies mainly focus on improving productivity, efficiency, and profitability by integrating new technologies to connect devices and machines, digital equipment such as platforms, digital distribution channels, or even digital business models. In the second stage, they realized that not only machines and methods must adapt to the changes caused by digitalization, but also the way of leadership in the company and its culture. Communication and working methods are also changing, and new ways and standards must be established.

The principal is the highest position in a school organization. Apart from being the leader of the principal, he is the person in charge of the activities carried out in the school. The principal is required to be able to lead all companies in the school, both teachers, students, employees, and others. The education sector is one of the fields affected by digitalization, so school principals must be able to have a strategy so that the agencies they lead can survive in the current digitalization era.

According to Griffin, quoted from Sule [11] strategy is a comprehensive plan for achieving an organizational goal. According to the Greek [12] the strategy itself means knowing the plans carried out in the future. So that it can be concluded that strategy requires knowledge of management, intentions for the future, and orientation to actions, the principal as a leader must be able to have planning and manage in the future as a result of technological developments so that the leader's agency does not experience a setback or failure as a form of inability to compete in the era of disruption.

In responding to this, the principal must be prepared for digital changes. There are several things that leaders must prepare in welcoming modernization, namely [13]:

1) Embrace increased complexity and the future requires innovative solutions and agile leadership to anticipate challenges and exploit new opportunities;

2) Change holistically, leaders prepare themselves by learning using cognitive transformation, optimizing virtual presence, maximizing digital opportunities, extracting the best thinking, and ensuring all aspirations are heard;

3) Utilizing technology was to manage big data and achieve predictable solutions. Manage long-standing processes to adapt to the needs of the world, gather resources, and identify the best way to solve problems;

4) Knowing boundaries is the realization that the leader cannot know everything, and skilled and intelligent people must surround the leader. And a leader who has a team of experts will make up for his ignorance;

5) In the Gift of Failure, transformative leadership is not afraid of change. However, it can see new opportunities, allowing failures to occur as part of finding success (innovation).

METHODOLOGY

This research uses a qualitative approach to explain the phenomena found accurately, then describes narratively using qualitative methods. Qualitative Method is to accurately explain phenomena found in the field, then describe narratively using qualitative methods through critical analysis. For data collection techniques carried out, namely in the form of interviews and documentation. [14] said "qualitative analysis activities consist of three channels, namely data reduction, data presentation, and drawing conclusions or verification." This study will compare and analyze the strategies of the two subjects studied, namely the principal in the basic education unit of Elementary School Plus Mutiara Insani Purwakarta with the principal at the Darul Hikmah Bojongsoang High School.

FINDING AND DISCUSSION

The results of the data analysis obtained in schools are related to the principal's strategy in dealing with digital disruption. The principal of Elementary School Plus Mutiara Insani believes that there are many significant changes due to technological changes, both in the fields of curriculum, infrastructure, and human resources in the school environment have also changed. The disruption era has changed the school at Elementary School Plus Mutiara Insani, namely 1) everything has become more manageable, 2) everything has become more precise 3) becomes more accurate and on target. In facing the era of disruption, the principal of Elementary School Plus Mutiara Insani implemented several strategies in his leadership so that the organization or agency he led continued to run and achieve goals in its implementation. The strategies set by the principal of Elementary School Plus Mutiara Insani are:

1) Preparing technology-literate Human Resources (HR)

2) Provide opportunities for all school residents to take part in training in the IT field

3) Providing supporting facilities and infrastructure

Based on the results of the interviews conducted, it can be concluded that the principle of Elementary School Plus Mutiara Insani on his leadership strategy in the era of digital disruption is to strengthen organizations or agencies in the field of technology so that the organization led does not experience lagging in the field of technology. Next is the principal's strategy at the upper middle level, Darul Hikmah Bojongsoang High School. The principal of Darul Hikmah Bojongsoang High School argued that with this era of disruption, the school that was led experienced several changes, such as changes in the information system and the learning system. In response to this, the principal of Darul Hikmah High School implemented a strategy using an integrated curriculum. According to [15], the curriculum combines a number of disciplines through the mixing of content, skills, and attitudes. Based on this definition, the strategy of the principal of Darul Hikmah Bojongsoang school is to prepare skills for students and build exemplary character according to the changes that occur in the disruption era. The principal of Darul Hikmah Bojongsoang High School experienced obstacles in the changes that occurred in this disruption era, namely in the form of infrastructure and costs or budgets which are the main factors to support changes in education in the era of disruption.

CONCLUSION AND RECOMMENDATION

Based on the results and discussions described, it can be concluded that there are differences in the application of strategies by two educational institutions, namely Elementary School Plus Mutiara Insani and Darul Hikmah Bojongsoang High School. The principal of Elementary School Plus Mutiara Insani, the strategy implemented in this era of disruption focuses more on human resources (HR) who are literate in technology which is then supported by providing the facilities and infrastructure needed with changes as a result of the disruption era. Meanwhile, the principal of Darul Hikmah Bojongsoang High School prepared a strategy based on an integrated curriculum that is more targeted at students, namely by improving skills and building exemplary character from the changing era of disruption as well as by preparing facilities and infrastructure that support the achievement of the implemented strategy

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