

Educational Leadership: The Role Of School Staff.

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Abstract

Staff in an educational organization are very important in providing support to leadership in schools. Strong leadership requires staff who are always loyal in carrying out the instructions given. In addition, staff also act as implementers to leaders' policies and in turn help improve school success. This study aims to explore the role of school staff in helping leadership achieve the vision and mission of the school. This qualitative study involved interviews with 20 randomly selected school staff in the district of Batu pahat, Johor, Malaysia. The results of the analysis found that, there are five main roles of school staff in helping the leadership, namely, support, help, be willing to serve, cooperate and follow instructions. The results of this study are expected to help future researchers in conducting further research..

Keywords: Education leadership, special education, special education leaderships, effective leaders, role of school staff

Introduction

In establishing a strong organization, support sites become among the key factors that need to be considered (Mohd Arafat et al., 2021; Sumaiyah et al., 2021; Hifzan et al., 2021; Shahrul et al., 2021; Helme et al., 2021). This need is in line with the leadership climate of educational organizations such as schools (Irma et al., 2021; Suzana et al., 2021; Rohanida et al., 2021; Nazrah et al., 2021; Shahrulliza et al., 2021). Strong and successful leadership, requires strong support from school people (Abdul Jalil et al., 2021; Mohd Noh et al., 2021; Mustafa et al., 2021; Roszi et al., 2021; Tumisah et al., 2021). All instructions, vision and mission of the school must be implemented by all citizens in the school (Badaruddin et al., 2021, Abdul Rasid et al., 2021). In addition to the role of teachers and school leadership, school staff also play a significant role in determining school success. Through competent, supportive, willing to serve and honest staff, it is inevitable to strengthen the strength of leadership in schools (Santibuan et al., 2021; Nor Diana et al., 2021; Zarina et al., 2021; Khairul et al., 2021; Rohani et al., 2021). This situation is undeniable because school staff play a very close role in school management along with school leadership (Mohd Ali et al., 2021; Parimala et al., 2021; Siti Jamilah et al., 2021; Nor Fauziyana et al., 2021; Noel et al., 2021). Slightly different from teachers who play a role in the teaching process to students, staff become among the backbones that manage teachers as well as school leaders in terms of their welfare and staffing (Ahmad Shafarin et al., 2021; Junaidah et al., 2021; Farah; Adibah et al., 2021; Ahmad Shakani et al., 2021; Muhamad Amin et al., 2021). With a good and productive staff, then school leadership can run smoothly (Farah et al., 2021; Syahrul et al., 2021; Quah et al., 2021; Ahmad Syarifuddin et al., 2021; Jumiah et al., 2021). Therefore, this study was conducted to explore the opinions of school staff on the importance of their role in helping the success of school leadership. It is hoped that this study can help school staff to further increase their level of competence and commitment to the organization. In addition, this study also aims to provide an overview to the school leadership in examining the important sacrifices by school staff in helping them lead the school smoothly.

Research Methodology

This study uses a qualitative approach in obtaining research data. Interview sessions were conducted involving 20 special education school staffs randomly selected in the district of Batu Pahat, Johor, Malaysia. The interviews conducted were semi structured which involved some planned questions and some additional questions. The interview session lasted between 15-20 minutes per session. These sessions are conducted online using the Google Meet platform. Recordings were made when the interview session was conducted and a transcript was issued as

soon as the interview was completed. At the end of the process, thematic analysis is performed to obtain the required data. The thematic analysis conducted involves three phases, namely open coding, axial coding and selective coding. These three phases were analyzed based on the transcripts of the interviews of the respondents involved. Results on selective coding became the theme and findings of this study.

Findings

As a result of the thematic analysis conducted, there are statements that form the theme of the role of school staffs in educational leadership practices. Summaries of these statements are such as, support, help, be willing to serve, cooperate and follow instructions. The relevant statements have formed a specific code in the axial coding phase before a code is selected in the selective coding phase i.e. 'Role of school staff' which is the main finding of the study. Table 1 shows a summary of the findings of this study.

Table 1: Thematic Process Analysis That Shapes the Role of School Staff in supporting Educational Leadership

Open coding	Axial coding	Selective coding
SS1, SS2, SS3, SS4, SS5, SS6, SS7, SS8, SS9, SS10, SS11, SS12, SS13, SS14, SS15, SS16, SS17, SS18, SS19, SS20	support	Role of school staff
SS1, SS2, SS3, SS4, SS7, SS8, SS9, SS10, SS11, SS12, SS13, SS14, SS15, SS16, SS17, SS18, SS19, SS20	help	
SS1, SS2, SS3, SS4, SS5, SS6, SS7, SS8, SS9, SS10, SS11, SS12, SS13, SS14, SS15, SS16, SS17, SS18, SS19, SS20	be willing to serve	
SS1, SS2, SS3, SS4, SS5, SS6, SS10, SS11, SS12, SS13, SS14, SS15, SS16, SS17, SS18, SS19	cooperate	
SS1, SS2, SS3, SS4, SS5, SS6, SS7, SS8, SS9, SS10, SS11, SS12, SS16, SS17, SS18, SS19, SS20	follow instructions	

Based on Table 1, a total of all respondents issued statements related to support and be willing to serve. Meanwhile, 18 respondents stated related to help, 16 respondents issued statements related to cooperate. In addition, 17 respondents stated related to the follow instruction. All of these statements form the 'Role of school staff' theme for selective coding.

Discussion

Based on the findings of the study, respondents explained that, they play a very good role in school management. Several aspects become their priority in helping the smooth running of school leadership. Respondents also stated that, their willingness to work with more commitment, provided a good added value to the effectiveness of school leadership. There are two most significant roles that can be performed by school staff in assisting leadership, namely support and willingness to serve. All 20 respondents expressed similar opinions regarding these two roles. They agreed that, with the strong support given to the leadership, all forms of tasks could be carried out well. So is the role of their willingness to provide the best service. Such a role can help increase their productivity as well as avoid the occurrence of task delays. In addition, their willingness to provide assistance to the leadership when it is needed also plays a significant role in shaping the smooth management of the school. This compliance and willingness to help is not only able to increase productivity, but also able to make the school climate more conducive as well as closer good relations between leaders and school staff.

Conclusion

In conclusion, school staff also have an important role in determining the smooth running of school leadership. In addition to their large role in managing the staffing and finances of the school, staff are also involved in additional tasks in streamlining the administration of the school. Schools with competent and dedicated staff are very fortunate because they provide excellent added value in planning effective school management. As a suggestion, further studies can be conducted in larger target scales, different research methodologies or from more empirical analyzes. Nevertheless, this existing study is expected to provide an overview of the issues highlighted.

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