

Leadership: Power, Influence, and Political Behavior in Managing Internal Conflict at SMP Muhammadiyah Bantul

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Abstract: *This research has a tendency to the role of leadership which is inherent in three things in the form of power, influence, and political behavior and is a key element in maintaining the stability of situations and conditions in internal conflicts in schools. The purpose of this study is to analyze leadership that is inherent in three things in the form of power, influence, and political behavior in managing internal conflicts in Muhammadiyah Junior High School Bantul. The method used by the author is qualitative with a case study approach. Data collection techniques through observation, interviews, and documentation. Data analysis techniques through data reduction, data presentation, presentation, and conclusion drawn. The findings of the study show that in the concept of leadership at the same time, there are three things that have interdependence with each other, namely power, influence, and political behavior. Furthermore, in the perspective of the Qur'an, there are surah an-Nisa verse 58 and al-Anfal verse 27 which explain that if you have power, you must use it as well as possible to have influence and political behavior has positive implications for the organization. Second, the leadership of the principal at Muhammadiyah Junior High School Bantul has two dimensions, including the dimension of democratic and authoritarian leadership (certain situations and conditions), and has several examples such as hard work, discipline, involvement, and active in school activities. Third, the power, influence, and political behavior of the principal of Muhammadiyah Bantul Junior High School provides a stimulus in managing internal conflicts, among others, through his power to stimulate the persuasive approach, the influence obtained through his power provides stimulation that the school residents do not hesitate to discuss and to maintain the balance of power in the organization of political behavior provides stimulation to the creation of harmony among the citizen's school.*

Keywords: *Leadership, Power, Influence, Political Behavior*

Introduction

This research emphasizes on the role of leadership which is attached to three things in the form of power, influence, and political behavior and is a key element for every institution. Leadership in schools in the form of principals has a role in maintaining the stability of the situation and

conditions in internal conflicts in schools. Principal leadership is a very important discussion for the sustainability of education at every level of education.¹ The statement is not exaggerated because basically, the Principal has the burden of being (key personal) in organizing the future of a school.² Furthermore, the principal's leadership style will have implications for the management of education in the form of the school's vision, mission, goals, and objectives.³ Through some of these statements, researchers believe that the position of the Principal has a special place in developing and advancing a school both in the short, medium, and long term.

Even in the book entitled "Quality Management of Islamic Education" states that there are three things that will always be inherent in running a leadership, namely power, influence, and political behavior. This inherent power has the intent and purpose of influencing others as a step to fulfill a need or achieve a goal. The article entitled "*The Concept of Power*" states that power is like "*A has power over B to the extent that he can get B to do something that B would not otherwise do*". The impact of this power has both positive and negative effects on the school. Furthermore, political behavior in the form of activities benefits the individuals it leads to the maintenance of the power that has been obtained by these individuals.⁴ Based on what is inherent in leadership, researchers analyze that the presence of power is something that cannot be denied, both personally and in organizational structures.

Not stopping there, researchers found several things related to power that can be an obstacle and even have bad implications for the progress of an organization. This is supported by Vries' statement, that an effective leader can be seen when able to involve others in achieving the vision, mission, goals, and objectives of the organization. Involving others can also be interpreted as

¹ Paulina and Patimah, "Peran Kepemimpinn Kepala Sekolah Dalam Pengembangan Manajemen Mutu Di SMAN 2 Gading Rejo". <http://dx.doi.org/10.24127/att.v7i1.2694> ; Supriani et al., "Peran Manajemen Kepemimpinan Dalam Pengelolaan Lembaga Pendidikan Islam." <https://doi.org/10.54371/jiip.v5i1.417>

² Kadarsih et al., "Peran Dan Tugas Kepemimpinan Kepala Sekolah Di Sekolah Dasar". <https://doi.org/10.31004/edukatif.v2i2.138> ; Mukhlisin, Hartinah, and Sudibyo, "Peran Kepemimpinan Kepala Sekolah Dalam Peningkatan Mutu Pendidikan Melalui Kurikulum Merdeka." <https://doi.org/10.37985/jer.v5i1.859>

³ Bustamam, "Tipe Dan Gaya Kepemimpinan Dalam Manajemen Pendidikan Islam". <https://doi.org/10.70292/jpcp.v1i01.5> ; Helmina Dewi and Lazwardi, "Gaya Kepemimpinan Kepala Madrasah Dalam Meningkatkan Kualitas Pendidikan Pada Era Digital". <https://doi.org/10.58561/mindset.v1i1.29> ; Kurniawan and Surtiningtyas, "Systematic Literature Review (SLR): Peran Keterampilan Kepemimpinan Dalam Organisasi Bidang Transportasi." <https://doi.org/10.36418/syntaximperatif.v5i3.420>

⁴ Perawironegoro, *Manajemen Mutu Pendidikan Islam*; Dahl, "The Concept of Power"; Turner and Turner, "Explaining the Nature of Power: A Three-Process Theory."

empowerment, which implies that leaders believe in the ability of an individual to achieve a goal. Although, individual leadership will struggle with empowerment if it still relies on power.⁵

However, the findings of previous research with the title "Strategy for Excellence in Effective Principal Personality and Teacher Professionalism as the Foundation of Quality Education" show that in leading a school, the Principal is required to have several aspects such as good morals, strong integrity, and openness in carrying out the main duties and functions as Principal.⁶ Supporting previous research, that in the study "The Role of the Principal in the Implementation of School-Based Management at SMA Negeri 1 Kutacane" states that if education management is to run well, it must be supported by the professionalism of the Principal which includes a fruitful attitude, involved in the preparation of school programs and school organizational structures.⁷

Meanwhile, a study entitled "*Peran Kepemimpinan Kepala Sekolah dalam Meningkatkan Budaya Islam di SMP IT Hidayah Klaten*" shows that the Principal's role is very significant in improving Islamic culture. Efforts such as welcoming students with Islamic culture, dressing according to Sharia, encouraging religious literacy, involving students in religious activities, and building the habit of dhikr and communicating with Islamic culture are all concrete steps in creating an Islamic educational environment.⁸

Meanwhile, research with the title "*Peran Kepemimpinan Kepala Sekolah Perempuan Terhadap Pembinaan Akhlak di Sekolah Dasar*" said that the leadership of female Principals has advantages such as Women are more able to play multiple roles, have the potential to be more resilient, willing to sacrifice, endure suffering, tenacious and patient.⁹

Although leadership is embedded in three things, such as power, influence, and political behavior, some research findings have not explicitly stated the presence of these three things. Instead, there are several aspects such as good morals, professionalism, strong integrity, communication, and even gender. The findings are also supported by Allio's statement that

⁵ Vries, "The Leadership Mystique."

⁶ Firnando, "Strategi Keunggulan Kepribadian Efektif Kepala Sekolah Dan Profesionalisme Guru Sebagai Fondasi Pendidikan Berkualitas." <https://doi.org/10.31949/madinasika.v5i1.7096>

⁷ Azizah, Simanjuntak, and Neliwati, "Peran Kepala Sekolah Dalam Pelaksanaan Manajemen Berbasis Sekolah Di SMA Negeri 1 Kutacane." <https://doi.org/10.47467/manageria.v3i2.3179>

⁸ Habib and Mustofa, "Peran Kepemimpinan Kepala Sekolah Dalam Meningkatkan Budaya Islam Di SMP IT Hidayah Klaten." <https://doi.org/10.58230/27454312.399>

⁹ Wasito, Aishah, and Wulan, "Peran Kepemimpinan Kepala Sekolah Perempuan Terhadap Pembinaan Akhlak Di Sekolah Dasar." <https://doi.org/10.61227/injuries.v2i2.93>

“Perilaku kepemimpinan yang efektif membutuhkan karakter, kreatifitas, dan kasih sayang, kualitas atau sifat inti yang tidak dapat diperoleh secara kognitif”.¹⁰ Through the explanation of previous research, the researcher analyzes that there is no research that discusses leadership which includes power, influence, and political behavior in managing internal conflict. Previous relevant studies examined how the Principal's leadership role in education management. Muhammadiyah Bantul Junior High School is a strategically located school that is close to the center of Bantul city government. This triggers the author to analyze how the principal is able to maintain the stability of the situation and conditions of internal conflict so as not to have negative implications on the surrounding environment. Therefore, the researcher will analyze how leadership which includes power, influence, and political behavior in managing internal conflicts.

Method

Researchers use research with a qualitative foundation, which boils down to events, phenomena, and social symptoms that occur naturally in a time that cannot be engineered.¹¹ The approach chosen by the researcher is a case study based on the research focus on answering ongoing events or phenomena (real-life events), not manipulating everything involved in the phenomenon, between the theory and the phenomenon that occurs there is a connection with one another, there is still a gap between ideals and reality.¹²

In addition, the type of case study that researchers choose is descriptive, which aims to describe and explain intensively in detail the real-life context of the nature of the phenomenon that occurs and is closely related to all factors in the social context.¹³ Then, in order to explain to describe events to phenomena that occur, researchers need quality and complete data.¹⁴

¹⁰ Allio, “Leadership Development: Teaching versus Learning.”

¹¹ Priya, “Case Study Methodology of Qualitative Research: Key Attributes and Navigating the Conundrums in Its Application”. <https://doi.org/10.1177/0038022920970318> ; Roudgarmi, “Qualitative Research for Environmental Sciences: A Review”; Sidiq and Choiri, *Metode Penelitian Kualitatif Di Bidang Pendidikan*. <http://www.world-food.net/>

¹² Baxter and Jack, “Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers”; Fadli, “Memahami Desain Metode Penelitian Kualitatif.” <http://www.nova.edu/ssss/QR/QR13-4/baxter.pdf>

¹³ Baxter and Jack, “Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers”. <http://www.nova.edu/ssss/QR/QR13-4/baxter.pdf> ; Gregory, “Methodological Challenges for The Qualitative Researcher: The Use of A Conceptual Framework Within A Qualitative Case Study”. <https://eric.ed.gov/?id=EJ1251606> ; Mali, “A Book Review: Case Study Research and Applications.” <http://katalogjurnal.wima.ac.id/index.php/BW/article/download/4130/3401>

¹⁴ Fadli, “Memahami Desain Metode Penelitian Kualitatif.” <https://doi.org/10.21831/hum.v21i1.38075>

In supporting the objectives of the study, researchers chose to use data collection techniques, which include observation, interviews, and documentation, which then researchers triangulate data from the three data collection techniques.¹⁵ The resource persons involved included the principal, vice principal, counseling teacher, ISMUBA (Islam, Kemuhammadiyah and Arabic Language) coordinator teacher, and school administration staff. Furthermore, the researcher's challenge is to realize data into valid, valid, correct, and ethical knowledge.¹⁶ Therefore, it is necessary for researchers to validate the data or validate the data using several triangulations Furthermore, triangulation in this study, among others: First, data triangulation, in the form of observation, interview, and documentation results. Second, source triangulation involves five sources. Third, time triangulation, by combining several times on the five sources. In addition, researchers analyzed the data to produce quality data.

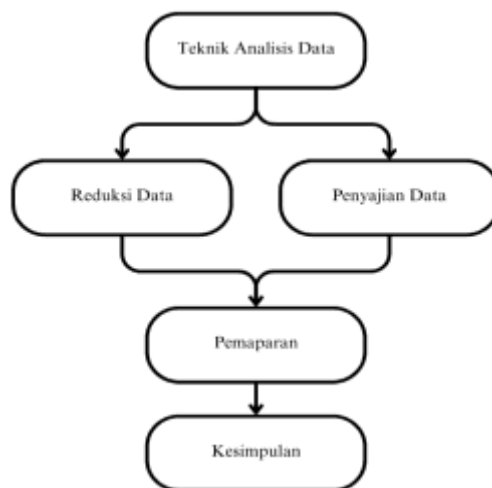


Figure 1: Data Analysis Technique ¹⁷

Result and discussion

Concepts of Power, Influence, and Politics in Educational Institution Leadership

The concept of power etymologically has the root word "power" which according to KBBI means "to manage, rule, and so on".¹⁸ Meanwhile, power

¹⁵ Fadli.

¹⁶ Bachri, "Meyakinkan Validitas Data Melalui Triangulasi Pada Penelitian Kualitatif."

¹⁷ Fadli, "Memahami Desain Metode Penelitian Kualitatif." 10.21831/hum.v21i1. 38075.

¹⁸ Kemdikbud, "Kamus Besar Bahasa Indonesia," 2016.

in terminology has been explained from various perspectives. The book entitled "Manajemen Mutu Pendidikan Islam" explains that power intersects with dependency. This intersection boils down to when there are individuals who are able to process and control certain natural resources, which at the same time are the needs of many individuals, then it is certain that individuals (who are able to process and control) certain natural resources can freely have power over many individuals (who have needs) in these natural resources.¹⁹ Meanwhile, in the view of the Philosophy of Science, which quotes a statement from Bacon by Mohammad Muslih, "science is power" which means science is power.²⁰

Whereas in the research conducted by H. Shobahussurur, he said through his perspective in the study of "Relasi Islam dan Kekuasaan dalam Perspektif Hamka" part of the basic principles of upholding power that interpret power as a mandate. In the Qur'an, there is the principle of power as a mandate which is one of the principles in the administration of government or in this case in the form of a school organization analyzed by H. Shobahussurur, namely surah al-Anfal surah 8 verse 27. As follows.

﴿يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَخُونُوا اللَّهَ وَالرَّسُولَ وَخَوْنُوا أَمْنَكُمْ وَاتُّمَّ تَعْلَمُونَ ٢٧﴾
(الأنفال/8: 27)

Terjemahan Kemenag 2019

"Wahai orang-orang yang beriman, janganlah kamu mengkhianati Allah dan Rasul serta janganlah kamu mengkhianati amanat yang dipercayakan kepadamu, sedangkan kamu mengetahui" (Al-Anfal/8:27).

"O you who believe, betray not Allah and the Messenger, and betray not the trust entrusted to you, while you know" (Al-Anfal/8:27).

Furthermore, there is a Concise Interpretation of the Ministry of Religious Affairs related to the verse above, as follows.

"Bersyukur adalah sebuah keharusan, sebab aneka nikmat tersebut bersumber dari Allah. Tidak bersyukur berarti mengkhianati nikmat tersebut dari Pemberinya, karena itu Allah menyatakan, "Wahai orang-orang yang beriman! Janganlah kamu mengkhianati, yakni mengurangi sedikit pun hak Allah sehingga mengkhianatinya atau tidak mensyukurinya, dan juga jangan mengkhianati Rasul, yakni Nabi Muhammad, tetapi penuhilah seruannya, dan juga janganlah kamu mengkhianati amanat yang dipercayakan kepadamu oleh siapa pun, baik amanat itu adalah amanat orang lain maupun keluarga; seperti istri dan anak, muslim atau non-muslim, sedang kamu mengetahui

¹⁹ Perawironegoro, Manajemen Mutu Pendidikan Islam.

²⁰ Muslih, Filsafat Ilmu (Kajian Atas Asumsi Dasar, Paradigma, Dan Kerangka Teori Ilmu Pengetahuan). <https://repo.unida.gontor.ac.id/21/>

bahwa itu adalah amanat yang harus dijaga dan dipelihara." Segala sesuatu yang berada dalam genggamannya manusia adalah amanat Allah yang harus dijaga dan dipelihara" (Al-Anfal/8:27)

"Gratitude is a must because the various blessings are sourced from Allah. Not giving thanks means betraying these favors from their Giver, which is why Allah states, "O you who believe! Do not betray, that is, diminish even a little of the right of Allah so as to disbelieve in it or not be grateful for it, nor betray the Messenger, that is, the Prophet Muhammad, but fulfill his call, and also do not betray the trust entrusted to you by anyone, whether the trust is the trust of others or family; such as wife and children, Muslim or non-Muslim, while you know that it is a trust that must be guarded and maintained." Everything that is within the grasp of man is a trust from Allah that must be guarded and maintained" (Al-Anfal/8:27).

Through the above interpretation, the author highlights that it is important to maintain and not betray the mandate that has been given by individuals or organizational groups to one individual. This also indicates that the power possessed by individuals must be maintained properly and correctly in order to achieve the goals set by the organizational group effectively, efficiently, and productively. Apart from the verse above, there is also in surah an-Nisa surah 4 verse 58 as follows.

﴿ إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ ۗ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا ۝٥٨ ﴾
(النساء/4: 58)

Terjemahan Kemenag 2019

"Sesungguhnya Allah menyuruh kamu menyampaikan amanah kepada pemiliknya. Apabila kamu menetapkan hukum di antara manusia, hendaklah kamu tetapkan secara adil. Sesungguhnya Allah memberi pengajaran yang paling baik kepadamu. Sesungguhnya Allah Maha Mendengar lagi Maha Melihat" (An-Nisa'/4:58).

"Verily, Allah enjoins you to deliver the trust to its owner. And when you judge between men, judge justly. Verily, Allah gives you the best teaching. Indeed, Allah is All-Hearing, All-Seeing" (An-Nisa'/4:58).

Furthermore, there is a Concise Interpretation of the Ministry of Religious Affairs related to the verse above, as follows.

“Dua ayat terakhir dijelaskan kesudahan dari dua kelompok mukmin dan kafir, yakni tentang kenikmatan dan siksaan, maka sekarang al-Qur’an mengajarkan suatu tuntunan hidup yakni tentang amanah. Sungguh, Allah Yang Maha Agung menyuruhmu menyampaikan amanat secara sempurna dan tepat waktu kepada yang berhak menerimanya, dan Allah juga menyuruh apabila kamu menetapkan hukum di antara manusia yang berselisih hendaknya kamu menetapkannya dengan keputusan yang adil. Sungguh, Allah yang telah memerintahkan agar memegang teguh amanah serta menyuruh berlaku adil adalah sebaik-baik yang memberi pengajaran kepadamu. Sungguh, Allah adalah Tuhan Yang Maha Mendengar, Maha Melihat” (An-Nisa’/4:58).

"The last two verses explained the end of the two groups of believers and disbelievers, namely about pleasure and punishment, so now the Qur'an teaches a guide to life, namely about trust. Indeed, Allah, the Exalted, has commanded you to deliver the trust completely and on time to those who are entitled to it, and He has also commanded that when you judge between people who are in dispute, you should make a just decision. Indeed, Allah, who has commanded you to uphold your trust and enjoined you to be just, is the best of those who instruct you. Indeed, Allah is the All-Hearing, All-Seeing Lord" (An-Nisa'/4:58).

Through the above interpretation, the author has a tendency towards a life demand, namely a mandate. Furthermore, Allah tells each person who is given a mandate to be able to perfectly and punctually deliver it to the rightful recipient. This indicates the urgency of power as a mandate that should be conveyed to individuals and even organizational groups as a form of obedience to the commands of Allah SWT and being able to be fair in deciding a law among humans who have disputes.

Furthermore, the implication of power held by individuals is influence. Etymologically, the word influence means "the power that exists or arises from something (person, object) that contributes to shaping a person's character, beliefs, or actions."²¹ Meanwhile, terminology has several explanations from various perspectives. Influence has a tendency to actual behavior in the transformation of attitudes, or the behavior of individuals and even organizational groups. In addition, the output of an influence includes commitment in the form of a tendency towards an enthusiastic attitude, initiative, and perseverance in carrying out to complete a task.

Then, compliance is in the form of a tendency towards reluctant obedience to less participation in satisfying maximum needs. Furthermore, resistance is a tendency to convey statements that do not support the progress of the organizational group.²² In addition, in other studies, influence has a

²¹ Kemdikbud, "Kamus Besar Bahasa Indonesia," 2016.

²² Perawironegoro, *Manajemen Mutu Pendidikan Islam*.

definition as a force that has a form that leads to a thing that has consequences or results and impacts that arise.²³

Apart from power which then has implications for influence in an organizational group, the leader of an educational institution needs to have a political behavior to strengthen the cycle of a system of power and the influence of power itself. Etymologically, politics means "all affairs and actions (policies, tactics, etc.) regarding the government of the country or against other countries"²⁴. Meanwhile, terminology has been explained from various perspectives. As from the perspective of Islamic politics, politics or siyasah has the meaning of regulating the affairs of life together to achieve prosperity both in this world and the hereafter. In addition, there are two dimensions in interpreting the scope of politics or siyasah itself, namely the broad and narrow dimensions. The broad dimension of politics or siyasah includes the domestic and public world, cultural and structural, personal and communal.

The narrow dimension includes practical politics, structural politics, and the struggle for power in the interests of individuals or as individuals and is temporary, not in the interests of organizational groups, and is as long as possible.²⁵ Meanwhile, from the perspective of Islamic education management, there is an interpretation of politics as a process in the formation of power within the corridor of an organizational group which includes the decision-making process.²⁶

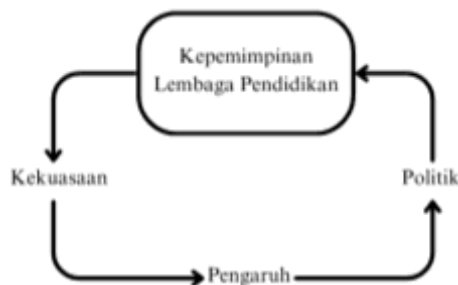


Figure 2: Embedding Three Things in Educational Institution Leadership

²³ Putri, "Pengaruh Pariwisata Terhadap Peningkatan PDRB Kota Surakarta." <https://jurnal.uns.ac.id/cakra-wisata/article/view/41082>

²⁴ Kemdikbud, "Kamus Besar Bahasa Indonesia," 2016.

²⁵ Salamah and Efendi, "Kekuasaan Dalam Politik Islam: Analisis Terhadap Dimensi Kedudukan Hukum Dan Kepribadian." <https://doi.org/10.31004/innovative.v4i4.12485>

²⁶ Ramadhani et al., "Kekuasaan Dan Politik Dalam Perilaku Organisasi." <https://oaj.jurnalhst.com/index.php/jreb/article/view/90>

Principal Leadership at SMP Muhammadiyah Bantul

In leading the course of education management, schools need leaders as the key to the running of education management in the school. Principal leadership at least functions as educator, manager, administrator, supervisor, leader, innovator, and motivator (EMASLIM). In addition, this leadership figure is shaped by two factors and is crucial. First and foremost, leadership requires the involvement of others, in this case, subordinates. Second, a leader should have the ability to inspire his subordinates to achieve the performance standards that have been set. Therefore, both must be aligned with a common vision.²⁷

Based on the analysis of interviews with Mrs. ESL as the Principal of SMP Muhammadiyah Bantul on October 22, 2024, there is an effort not to always impose situations and conditions between stakeholders in the form of teachers and administrative staff as superiors and subordinates. Rather, it seeks to position stakeholders as partners in the hope of working together. Supporting these efforts, Ms. ESL admitted to embracing and approaching all stakeholders in order to provide a sense of security and comfort to discuss and exchange ideas at every opportunity to achieve the most optimal results.

The above acknowledgment is proven in the analysis of interviews with Mrs. APW as a counseling teacher on October 21, 2024 at SMP Muhammadiyah Bantul, the leadership of the Principal at SMP Muhammadiyah Bantul focuses on conditionals which are able to become democratic leaders and in certain conditions are able to become authoritarian leaders. This is also directly proportional to the results of the analysis of interviews with other counseling teachers, namely Mrs. FWK on October 21, 2024 at SMP Muhammadiyah Bantul, that the Principal of SMP Muhammadiyah Bantul in addition to being a democratic leader, is also able to provide situations and conditions for "*ngemong*" or nurturing to embrace all individuals in the school. In addition, launching from the analysis of interviews with Mrs. FR on March 13, 2025 as the school administration staff added that the leadership of the Principal of SMP Muhammadiyah Bantul prioritizes discipline and orderly time at work.

Supporting the above statement, the observation results show that at the school recitation activity, the Principal of SMP Muhammadiyah Bantul was seen accompanying the homeroom teacher in welcoming the arrival of invited guests at the activity, as follows:

²⁷ Saimima and Banawi, "Implementasi Peningkatan Mutu Lembaga Pendidikan Islam Menuju Era 5.0". <https://doi.org/10.33477/alt.v8i1.4591> ; Amini, Pane, and Akrim, "Analisis Manajemen Berbasis Sekolah Dan Kepemimpinan Kepala Sekolah Dalam Peningkatan Kinerja Guru Di SMP Swasta Pemda Rantau Prapat." <https://doi.org/10.30596/edutech.v10i1.19321>



Figure 3. Accompaniment of the Principal of SMP Muhammadiyah Bantul in School Recitation Activities

The results of the interview analysis above are directly proportional to the study of research theory on leadership styles, that there are three leadership styles, namely authoritarian leadership which tends to have absolute power and make decisions on the organization independently without other interference. Then, democratic leadership tends to provide ample space and time for other individuals to actively participate in the organization. Finally, free leadership tends to give full freedom to other individuals in carrying out the tasks that have been given and does not demand anything.²⁸ Adding to previous research, there is a militaristic leadership style.²⁹

Contrary to the results of the interview above, based on the results of an interview with Mr. M as the Coordinator teacher of the ISMUBA section on October 22, 2024 at SMP Muhammadiyah Bantul, stated that the Principal of SMP Muhammadiyah Bantul in holding power has been good in its use. However, there are things that need to be highlighted regarding the lack of delegation or delegation of authority to others, such as the Deputy Head of student affairs, curriculum, facilities and infrastructure, and public relations. The implication of this is that the delivery of opinions to the Principal is reduced. The statement indicates that the Principal of SMP Muhammadiyah Bantul still needs to improve in terms of delegation of authority, which in the leadership function there are five functions namely instructive, consultative, participation, delegation, and control.³⁰ With this, the delegation function for

²⁸ Amin et al., "Perkembangan Dan Tantangan Ekonomi Syariah Di Indonesia"; Rezky et al., "The Influence of Authoritarian and Democratic Leadership Styles on Organizational Climate in an Educational Environment."

²⁹ Bahri, Citriadin, and Rustam, "Kepemimpinan Militeristik Pendidik." <https://doi.org/10.29303/goescienceed.v6i1.613>

³⁰ Lora, Gistituati, and Anisah, "Perilaku Kepemimpinan Dalam Organisasi."

the Principal of SMP Muhammadiyah Bantul still needs improvement in the future.

On the other hand, in the analysis of interviews with Mr. JS as Deputy Principal on October 21, 2024 at SMP Muhammadiyah Bantul, he explained the leadership of the Principal of SMP Muhammadiyah Bantul in the form of individuals who are hardworking, disciplined, responsible, involved in various school activities, and play an active role in coordinating arrangements for each school activity. Meanwhile, there are studies that state the importance of a leader having discipline in carrying out his duties.

The study "*Principal's Leadership Improving Discipline of School's Citizens*" states that Principal Leadership influences teacher discipline by providing examples of appropriate behavior, such as being on time and obeying rules. Furthermore, the Principal is responsible for supervising and encouraging instructors and conducting assessments that promote better discipline. Teacher discipline can be improved by effective leadership, which is beneficial to the educational environment in schools.³¹ Not only that, the study "*Principal Leadership in Improving Teacher Discipline at Sigli 3 Public Elementary School and Block Sawah Public Elementary School, Pidie Regency*" explained that the Principal used a number of tactics to improve teacher discipline, such as setting an example by arriving early and encouraging instructors. Supervise classes and provide comments and recommendations in coordination forums. Establish a system of rewards for teachers who demonstrate discipline and punishments for teachers who do not.³²

Through the presentation of the results of the interview analysis and supported by several studies, the researcher obtained information that the leadership of the Principal of SMP Muhammadiyah Bantul carried out leadership that combined democratic, authoritarian, and militaristic. Where democracy remains the first foundation of leadership balanced with militaristic leadership styles, and authoritarian when urgent decisions are needed that require immediate decisions on various problems. As a picture to make it easier for readers to understand the leadership of the Principal of SMP Muhammadiyah Bantul visually, as follows.

³¹ Sulastris, "Principal's Leadership Improving Discipline of School's Citizens."

³² Adha, Murniati, and Usman, "Principal Leadership in Improving Teacher Discipline at Sigli 3 Public Elementary School and Block Sawah Public Elementary School, Pidie Regency." <https://doi.org/10.58451/ijebss.v1i06.75>

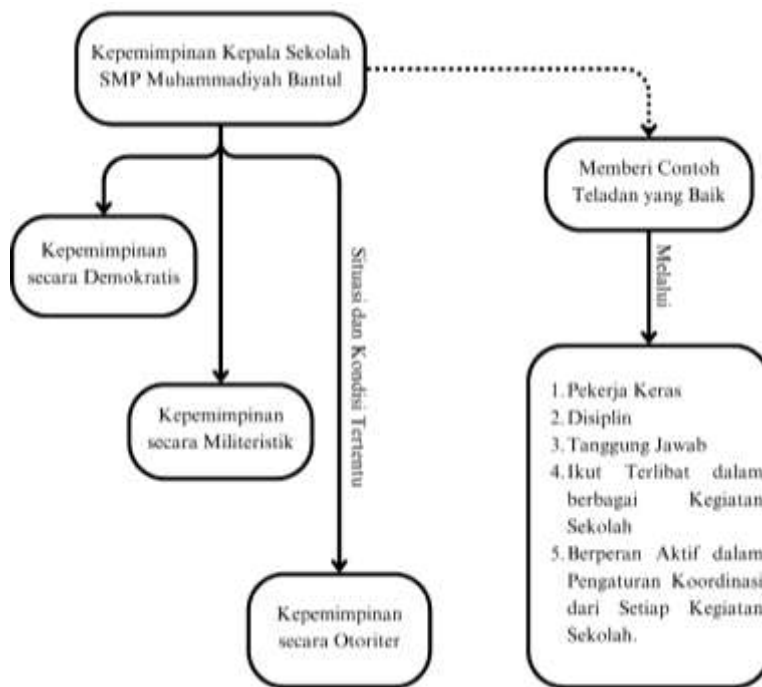


Figure 4. Leadership carried out by the Principal of SMP Muhammadiyah Bantul

Power, Influence, and Political Behavior of Principals in Managing Internal Conflict at SMP Muhammadiyah Bantul

In highlighting the leadership of SMP Muhammadiyah Bantul by attaching three things such as power, influence, and politics, the author obtained interview results that have been analyzed by the author. Based on the results of the interview with Mrs. ESL as the Principal of SMP Muhammadiyah Bantul, in managing existing conflicts, the principal first observes, that if a problem can be resolved at the homeroom teacher and counseling teacher level, then the principal does not need to take part in the problem. However, if the problem has considerable friction and there is a report to the principal, then the principal is present in a series of open discussions with the parties involved, until later finding some concrete solutions for all parties.

The explanation above is proven through the analysis of interviews with Mr. M as the ISMUBA Coordinator teacher, the principal of SMP Muhammadiyah in managing internal conflicts prioritizes a persuasive approach (invitation), in the form of persuading so that there is no prolonged conflict. Mr. M considers this to be good because in several conflicts that occurred, this persuasive action was able to minimize prolonged conflict. The results of this interview analysis are directly proportional to the statement of Mr. JS as Deputy Principal that when there is an internal conflict between

students, the Principal with his power provides delegation or delegation of authority to the counseling teacher to be able to solve the problem, and of course the Principal follows the process until the best solution to the conflict emerges. This inherent power, it triggers a persuasive approach used by the Principal of SMP Muhammadiyah Bantul in managing internal conflict.

In line with the results of the interview analysis above, in several studies, there are findings that a persuasive approach has a positive impact on school development, including when there is a conflict. As in the research entitled "*Kepemimpinan Profesionalisme Kepala Sekolah Berbasis Servant Leadership dalam Perkembangan Manajemen Mutu Pendidikan*" the persuasive approach serves to encourage action and change by prioritizing cooperation and dialogue. In another study with the title "*Persepsi Guru Terhadap Kepemimpinan Kepala Sekolah Dalam Mengelola Konflik Di SMP Negeri 2 Kotamobagu*," The results show that conflict resolution by prioritizing a persuasive approach is a very appropriate choice. Showing the positive impact of a persuasive approach can prevent conflict between individuals.³³



Figure 5. The situation of Discussion Room between Principal, Vice Principal, Counseling Teacher, and Student Guardian

Furthermore, the influence of power exercised by the Principal of SMP Muhammadiyah Bantul in managing conflict according to Mr. M has its own advantages. According to him, the personality of the Principal is a very important influence in applying a persuasive approach. This is in line with the views of Mrs. APW and Mrs. FWK that the output of democratic leadership, if there is a conflict that cannot be resolved in the BK corridor, the

³³ Cahaya, Nasution, and Harahap, "Strategi Komunikasi Persuasif Kepala Sekolah Dalam Mencegah Tawuran Antar Pelajar Menengah Keguruan Al-Washliyah 4 Medan". <https://doi.org/10.59548/ps.v1i1.116> ; Hasra, Asyarah, and Azainil, "Kepemimpinan Profesionalisme Kepala Sekolah Berbasis Servant Leadership Dalam Perkembangan Manajemen Mutu Pendidikan". <https://doi.org/10.37985/jer.v5i3.1478> ; Adam and Lun, "Persepsi Guru Terhadap Kepemimpinan Kepala Sekolah Dalam Mengelola Konflik Di Smp Negeri 2 Kotamobagu." <https://doi.org/10.59211/mjpjetl.v2i2.44>

influence of leadership creates a situation and conditions where the BK party does not hesitate to convey a conflict, and through his leadership, there is a discussion which then creates a solution that is solutive for the various parties involved. In addition, according to Mr. JS, the influence exerted by the Principal is representative through the example of the Principal, one of which is discipline. This example of discipline will directly embody a courageous attitude in mediating any conflicts that occur.

Supporting the results of the analysis of the interviews above, there are several studies stating that to form student discipline, it must start with the leader. Supporting this statement, there are activities that have successful implications for student discipline, namely through habituation, exemplary activities, giving rewards, and involving parents. Furthermore, in relation to democratic leadership, it is able to foster the level of teacher creativity which has implications for student enthusiasm for learning.³⁴

Furthermore, when power is present in leadership, an influence will arise that is triggered by power itself. Then, the influence of power will provide stimulation that leads to political behavior. In the end, it triggers implications for the leader's own balance of power. At the same time, it will create an organization that is able to achieve the goals, targets, and objectives of the organization it leads. The analysis of interviews related to the political behavior of the Principal of SMP Muhammadiyah Bantul, which is obtained through the action of his power to influence has implications for the organization he leads in managing internal conflicts.

According to Mr. M, in carrying out duties, there are two dimensions that need to be known, carrying out duties as a leader as a Principal, and as a person. In some internal conflicts, when personal interests enter the corridor of the internal conflict, the steps taken by the leader in conveying his intentions and objectives through a third party, it is not necessarily directly conveyed but through a third party. This is not only to maintain the situation and conditions but also to remain involved in certain conflicts in order to obtain harmony in the organization.

Through the analysis of the interviews above, according to Muh. Wahyuddin S. Adam and Attin Lun, there is a method of promoting politics as a behavior in managing conflict. Among other things, by doing political

³⁴ Amri et al., "Analisis Gaya Kepemimpinan Kepala Sekolah Dalam Mengimplementasikan Disiplin Positif Di Sekolah Dasar". <https://doi.org/10.23969/jp.v9i2.13327> ; Mawardi, Novita, and Zahraini, "Peranan Kepemimpinan Kepala Sekolah Dalam Meningkatkan Mutu Pendidikan Melalui Aspek Kinerja Guru Di SDN Labuy Kabupaten Aceh Besar". <http://doi.org/10.54373/imeij.v5i1> ; Maharani, Hidayat, and Rianti, "Pengaruh Gaya Kepemimpinan Demokratis Kepala Sekolah Terhadap Disiplin Dan Kinerja Guru Di SDN 007 Mayangsari." <https://jicnusanantara.com/index.php/jicn>

stimulation, emphasizing and reducing conflict and resolving conflicts.³⁵ The factors of a leader maneuvering his political behavior, such as socio-economics, political identity, mass media, family and social environment, certain political issues, political system, personal experience, social change, and globalization.³⁶

Thus, the Principal of SMP Muhammadiyah Bantul manages internal conflict through three things inherent in his leadership in the form of power, influence, and political behavior. In the corridor of power, the Principal through his persuasive approach invites several people involved to maintain and resolve conflicts without prolonging. Furthermore, this influence has implications for the internal situation and conditions of the school, which are harmonious, and do not hesitate to discuss if there is an internal conflict.

In the end, to maintain organizational harmony, positive and constructive political behavior emerges in the development of the organization as a whole and as a whole. Furthermore, the author presents a picture that provides a visualization of the findings of this research. As follows:

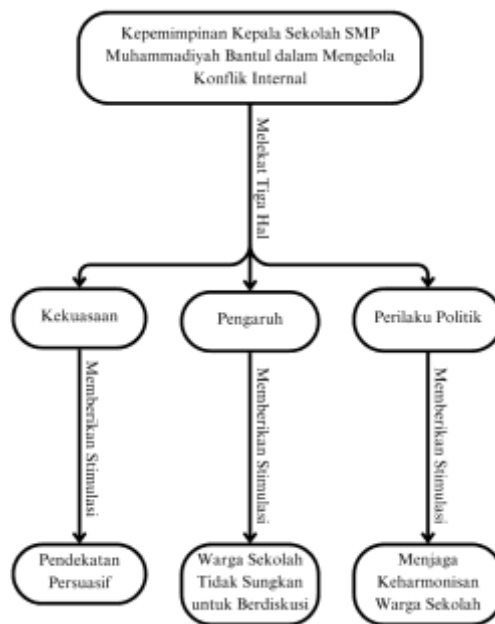


Figure 6. The leadership of the Principal of SMP Muhammadiyah Bantul in Managing Internal Conflicts

³⁵ Adam and Lun, "Persepsi Guru Terhadap Kepemimpinan Kepala Sekolah Dalam Mengelola Konflik Di Smp Negeri 2 Kotamobagu." <https://doi.org/10.59211/mipjetl.v2i2.44>

³⁶ Ramadhani et al., "Kekuasaan Dan Politik Dalam Perilaku Organisasi." <https://oaj.jurnalhst.com/index.php/jreb/article/view/90>

Conclusion

In the concept of leadership, three things are simultaneously attached to each other, namely power, influence, and political behavior. Furthermore, in the perspective of the Qur'an, there is surah an-Nisa verse 58 and al-Anfal verse 27 which explains that if you have power you must use it as well as possible, there is influence and political behavior has positive implications for the organization. Second, the principal's leadership at SMP Muhammadiyah Bantul has three dimensions, including democratic, militaristic, and authoritarian leadership dimensions (certain situations and conditions), and has several role models such as hardworking, disciplined, involved, and active in school activities. Third, the power, influence, and political behavior of the principal of SMP Muhammadiyah Bantul provide stimulation in managing internal conflicts, among others, through their power stimulates a persuasive approach, the influence obtained through their power stimulates the creation of school members who do not hesitate to discuss and to maintain the balance of power in the organization, their political behavior stimulates the creation of harmony among school members.

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