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### RESEARCH ARTICLE

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#### Abstract

This study aims to describe the leadership of a principal in leading, organizing embracing the the subordinates to manage the school well and acting in making decisions together, and see how the roll of a principal in involving the community or parents to work together and encourage to build or manage the school well in accordance with the functions and responsibilities as leaders in the school Ensino Basico Central, EBC, 3 Liquica-Timor Leste. The research method used is descriptive qualitative. Sources of data obtained are primary and secondary data. Data collection techniques used were interviews and documentation. To test the validity of the data used comparison techniques of interview data with the contents of documentation data to analyze the collected data, the author used narrative analysis techniques : main leadership, main leadership style, and parent participation. The results obtained from this research are as follows: 1). The role of school principal and parents' involvement in the teacher board meeting to develop a good school management program through a policy that is decided along with a planned follow-up program. 2) in the leadership of school principal and parents participation in school management has been running well from the beginning of admission of new students, teachers, financing, curriculum, and infrastructure facilities because of the cooperation between school parties and parents of students in eb c. 3 liquica has gone well. Partisiasi orang parua in order to support the management of this school is built in addition to engaging in meetings, donate money of \$ 2.00 us to arrange a school flower garden, tent temporary for parent meeting and from the school committee to take part in the management in accordance with the needs school. 3) although the principal's leadership and involvement of parents at eb c. 3 liquica school run well but there are still deficiencies in the awareness of the master to control his / her child because the environmental factors are less supportive so that the child is always inactive in good learning process and there are some teachers who are passive, so it is a dilemma that must be considered to perform a better school management.

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## Introduction:-

Education is one of human right that must be given by government to public. The public gets their right, therefore Government has capacity for great rules and system for the people therefore the people can get the education from elementary school up to university. RDTL as the youngest national of Asia. In their constitution nation admit and control education such as formal and informal school, in this case same education.

Then, national Education also state by National Planning Development (NPD) in 2020. Expected that, the society of Timor Leste has enough education, health, productive, democratize and progressive. Develop their nation spirit, nondiscrimination and unity in global context. If we look well the aim of national constitution and nation planning development about national education will has positive meaning for development process in our education based on universal score that want to get. In constitution and National Planning Development (NPD) has mentioned, and oriented with continue each education from management by formal and informal education, the government in position and proportion to support it (Education).

Constitution give an opportunity for informal and formal education it show that, whatever education, as formal and informal education. Start from elementary until university to be proud of nation for push the process that automatically Government and nation responsible to guide vision and mission or oriented. Education based on score of culture in democrat ion of society now.

That expects the leadership of headschool can celebrate his job well with function of leadership as a manager. A good leader it has good quality has an ability to join partner with whole of elements school and could make school management for good teaching and learning for a professional leader must has honestly and personal integrity high competition, high expectation, standard quality of job motivation, strong commitment, a leader must give a good example and strategic thinking with future point of view beside that, atmosphere, situation and dynamic of school has important part to stimulate learn motivation so that all of student has optimal change to build self-potential. From this part a leader or he school need adoption the professional style and can definition as a motivator for stakeholder so that they can take part to get the purpose as ideal school.

Head school must take the better way and manner, creativity in learning, teaching process at school. That's will show the professional when he teaches in class. Professionalism of head school will implement duty and responsible well among conceptual and reality in practice in school better. The first job of a leader is take decision with self, together or by others. Effective decision shall take better human resources, so we have to organize well to get the purpose, with effective decision. Receptionist will stimulate his motivation for job well cause of organization give the real things, cause of that a leader must give motivation to his staff so that the job go well and success. Organization as a place community for peoples to do an activity. So as a leader must be observers organization well it look out of ability head school to take student patent part in effective management of school. School as one of organization form of education, headmaster a leader in education, leadership, means propel and manage peoples in one organization of education in school to get education at school well.

In schoolmanagement head of master can choose and take leader style good of some style of leader suitable with self-character and condition of school, where he was lead a head school have to show good leadership in lead a school where he job. Sergiovanni (1991) said six target of a headschool is administrative leader, supervision leader, organization leader, and leader team, from four of six leadership style conclude that formal leadership as headschool for school vision and mission and purpose of organization suite as basic and rules of school. Leadership administrative like headschool has to administrative whole groupas school organization. Leadership supervision like headschool help and guide the group so they can job well leadership organization like headschool create and guide good job situation, so that, can do by full spirit and productive. Team leadership like headmaster must build join a partner well among one group and other to get the aim of school organization with optimal in Timor Leste. Education as one human right that they can get, so all of society can so government has loyalty to create good manner and system for whole of citizen, so that they can apply education from elementary to university but celebrate education of mine program from elementary school nil secondary school namely or mentioned by Treseiro siclo 3 or E.B.C 3Liquica by structure of position head school E.B.C 3Liquica as center for elementary school so the head school must has self quality and professional like education standard of other nation, cause the teacher in RDTL still has a quality so RDTL start from bosom to have good human resources for society commonly about this point of view a leader as head school have to do the best for student, cause teacher as human resources that must be first to get professional teacher and stimulate high quality of education so it has prepare everything well for future

challenges. Mulyadi (2010: 23) said that if we want get significant progress in 10 years take care of tree. If we want to wealth 100 years build human source in this case show that develop human means build human potential or human ability. The better must join partner between school and society or parent of student together motivation for step with education program with specific leadership of head **school E.B.C 3 Liquica** regency of RDTL real sometime leader of head school out of context or expectation specially when take decision less of join partner with student parent no meeting and late to solve problem in school like student or teacher especially for the problem of leadership as together case need for attention by teach holder to give contribution like input or idea from all teach older with the best way out that rise by head school.

This case need to know that parents of student as the first teacher of education in family to part for develop the child for better life later cause of that need good manner to build child optimal self actuality sometime by process of growing children based on how to teach fitting with condition social environment commonly and especially school **E.B.C 3 of Liquica**. Method of teaching become an important factor in psychodynamic process of children psychology, some teach sometimes is different like high principle love expression democracation as a guide, teach and friend for the child each of course want their child become, smart and presentation but much parent can't aware that manner of teaching make them feel uncomfortable freedom limit even some of them feel their don't love them anymore attention of parents to child not balance means child necessities for grow not enough (H. Abu Ahmadi, 2007) cause of head school must take part cause it's very important and professional and can lead each school organization fitting with function and job of head school and education program based an situation in RDTL especially **E.B.C 3 Liquica**.

Based on all of matter about head school leadership in organize and rules decision brave partner and solve problem at E.B.C 3 so the research interest to take this problem with introduction "leadership of head school and parent participation in school management at **E.B.C 3 Liquica Timor Leste**" solves the problem of this research is how the leadership of head school in leader about parent participation with aim of research is know how the head school in lead and parents participation in school.

#### **Description Of Theory And Research Metodology:-**

Head school leadership when on duty according to sumidjo (1992:122) as an educator head school must try to stimulate the best quality for children in experience factor can make head school where professional to support understanding form a person who teach to implement his duty like practice and he has follow leader of head school when did his job as management, Parmadi (2001:51) implement program without false beside affectivity factor efesienty like head school has make group of job consist of professional teacher and proportion this is important for learn productivity and can stimulate quality education.

Leadership of head school when do his job as supervisor to get better education according, Anwar and Sagala (2004) said the aim of education is (1) guide head school and teacher to understand purpose of education and school (2) greatest ability of head school and teacher to prepare student to be intellectual student (3) help the leader to introduce school for society in develop education program (4) help head school and teacher for look activity with context develop the student (5) develop "spirit the corps" teacher as teacher unity (Colegiatas) between teacher

Head school leadership is a leader able to organize the school with effective action to take decision with responsible educational system RDTL Nation where in constitution point 59:3 said that "the nation will admitted and give formal and informal education from this part by logic head school leadership who has attitude and action consist with leader activity to get the purpose of organization by other basically leadership (head school) always use three style widest and famous bellow (1) leadership authority style; (2) leadership democratic style; (3) leadership lassies faire style. From 3 point above actually will placed the position trust of teacher, crop and other include parent participation cause parent as the first educator in people and motivation child when child in school according Cohen and Uphof (1979) take difference become four kinds first take decision second implementation principle. Principle take something use full fourth evaluation principle from fourth principle above if we did together shall bring potential develop integrity (Devis, 1070) parents participation is very important include, school activity cause of that school and head school style whose show for parents participation in school management both aspect will analyze with qualitative approach by research instrument namely by own research collective technique like interview documentation that exam with legal than analyze date by vision narrative technique.

**Discussion:-****Leadership style of head school:-**

In discussion head school get job with police ad constitution. RDTL constitution point 59:3 said that “nation will effort and spy informal education and all education government by education mentor of Timor Leste decide give opportunity and responsible to lead the school E.B.C 3Ciclo de Liquica say that for function of school to organize school consist with competition that give by government on leader especially education department to lead and could take decision together by meeting of teacher with democratic by aim to push organization with school management **E.B.C 3** better. First job of head school consist of some part to continue education as plain like

1. Planning school activity by teacher with each occupation
2. Head school doing for practice activity professional and join partner one another among all component with coordinate and create relate with develop society and did everything well in school **E.B.C 3 of Liquica**
3. Result of decision claim all of corp. must consistent and effective or proactive when celebrate duty in class
4. From all activity it will run well but it has supported by school facility like building, chairs, table, and guidance book curriculum for teacher. Corp activity and fell comfortable in school for study running well in school **E.B.C 3Liquica**

**Table 3:-**

Sex classification of teacher and education terrace in teaching at school E.B.C 3 of Liquica *Source of data in SMP N 1 Liquica*

Based on table above it show that of all poin find first place to develop progress school, teacher has join partner and trust one another with motivate the student to learn with quality of education expected by RPN in 2020 societyof RDTL have enough education, health, productive, democratic and so on to stimulate nasionalism score witoutdefferncess and discrimination.

No	Education terrace	Sex		Total	Presentation
		Male	Female		
1	Strata	20	5	25	52,83%
2	D3	6	10	16	33,33%
3	D2	-	4	4	9,30%
4	D1	-	-	-	-
5	SMA	3	-	3	6,25%
TOTAL		29	19	48	100%

This point the parents take part in school is important cause in really parents was less enough so as leader in school has iniciative and competention for gather parents of student as one of support factor and given motivation and follow the learning process well.

By parents in rules coordinate in meeting of legal letter or media has the aim to give information for parents about their child in school. Head school/headmaster as a leader has can collect ability, experience, professional and have much model or style so that the government fell it's very important for lead an organization school and additional job cause teacher in front of class.

Process of job when as headmaster at **E.B.C 3 OF Liquica**, so it has divide job among headmaster and corps based on each function. Administrative it believes for the corps can organize the student with implement school activity every hour's job. For divide job for cops always celebrate meeting to collect the idea or aspiration but it look from teacher was come and total of student in school.

**Table 4:-** Total of central school with 10 brunch school and total whole student

No	Name Of school	Class	Amount		Total
			Male	Female	
1	E.B.C 3 Liquica	7-9	781	741	1.518
2	E.B.F I,II Liquica	1-6	234	222	456
3	E.B.F I,II Mauboque	1-6	236	224	460
4	E.B.F I,II Laclolema	1-6	182	184	366

5	E.B.F I,II Loidahar	1-6	161	146	309
6	E.B.F I,II Lebutatalelo				
7	E.B.F I,II Gariana				
8	E.B.F I,II Vatunau				
9	E.B.F I,II Maumeta				
10	E.B.F I,II Maumeta Lau				
11	E.B.F I,II Lauhata				
<b>JUMLAH</b>			2.572	3.001	4.978

Source data of school E.B.C 3Liquica

As a headmaster although at one part as a leader but has admitted the corps ability, exercise and give good motivation and not make different background but try to give the trust cause each people has ability of the same education and has different opinion too. So for the headmaster must democratic do his responsible well that's as a headmaster has knowledge and master the basic score to reflected in habitual thinking and action with consistent and take decision well and stimulate something in school **E.B.C 3Liquica**.

If we compare with competition headmaster in democratic mentor no 13 year 2017 with standard of school yet enough for success the school to get vision and mission of school so need additional in management education has strategic place for develop school resourch. Couse of that competition as knowledge, ability, and basic score in habitual thinking and action make everything well (depdiknas 2002).

When running duty, headmaster of school E.B.C 3Liquica must has vision in school with conceptual real and has power art consist with human in master of substantive technique (Mulyasa 2004). In research of **school E.B.C 3Liquica** look that headmaster competition has some point

1. Has take vision and mission of school
2. Planning program school
3. Relate communicate well
4. Relation among school and parents
5. Human resources management
6. Take decision together in meting teacher and solve problem the problem in school

#### **Leadership manner of headmaster:-**

In school organization, headmaster as key of success and give attention about what has happened and try to solve it develop relationship well between school and society the good relation will form

1. Understanding each other as school, parents, society and the other
2. Help each other school and society
3. Join partner well among school and society and take part for success in school

Relation between school and society (parents) must nowadays just take decision in meeting school with parents for the headmaster has can seek way out with society well. So that the society in this case parent and student can understand the idea with develop vision in school, more than society expected help to push that vision well.

According to Permadi 2001 (in Mulyana 2013:181) said that implementation of program has made must consequent without falls with attended factors process to implement teaching and learning process with effective and efficient this is important for progress of education.

Headmaster have to do something by conceptual and relate with human being also has can do practice activity by carver (1980 in Wahyudu 2012:33) said technique styles is headmaster skill to get and understand method include not learn, like knowledge, benefit, report schedule, repaired. So headmaster must able for doing practice thing to support running of program in school for teacher or administrator of school not passive in school management but can take part to finish the school mission well.

The other head school or headmaster above, wiles (Kusmintarjo 1989) said some skill of headmaster in school management

1. Skill in leadership headmaster must affect and guide the corps for did activity like (a) participation of group in arrange the program; (b) create the situation of job with conducive; (c) delegated any anwen for and followed or take part the teacher when take decision; (d) push creativity and given opportunity for the teacher
2. Skill in human relationship in headmaster can organize whole school element, service, the coprs and take part in join partner of group then headmaster must know the lack of corps nd friendly attitude
3. Skill in group process means headmaster must join in group and headmaster must know lack and more of partner
4. Skill in personal administration is headmaster skill to know and placed the personal in job suit his ability
5. Skill in evaluation is headmaster skill in finish job in step by step (1) pul the standart of job; (2) compare the result with stander has made; (3) made correction if we need. From all opinion conclude that based on some important aspect so

#### **Curriculum aspect:-**

Education aspect in RDTL especially in E.B.C 3Liquica that curriculum has important part in celebrate education and give significant contribution for develop potential and human resource and got better school. Based on explanation above conclude that for running well in school activity, so benefit planning and cost of school show the rules or regal of instantiation of education and communicate with school committee is important component in arrange and stimulate school cost well with efficient as source of income of school get from donator that gave with their ability.

#### **Aspect of cost:-**

Education is determining factor for take potential and quality of human resource of nation. So become government responsible have to celebrate better quality of education based on constitution of RDTL (National planning development) in RDTL in 2020 expected society of RDTL has enough education, Health, productive and democraton. So educational minister and school municipality will give easy to celebrate education for all society without discrimination.

Found of RDTL National Plaining Development about orientation and continuing each form of education a formal and informal by government in the same position and proportion. This case suitable with each school by planning monetary of one year to the next. Based on information by result interview with headmaster **E.B.C 3Liquica** found of school include found for merenda escolar or additional healthy food for child consist with amount of student in every year 1,64%.Based on operational educational unit is part of education found need for pay or cost operational school activity such as national standard well and continue.

From explanation above can conclude that found of income and cost of school began from the rules and communication with school

comite school and steacholder must celebrate anything and not for personal approunment but flow for student activity like transportation, building and scholarship

#### **Aspect of procces:-**

Learning process in education celebrate with effective inspire, comfortable, student motivation for active participation, give enough time for creativity, hobby and build physically and psychology of student. Consist with standard of learning process in school so National Standard Indicator (NS) that learning process suite with National Standard (NS).

Based on result of research interview could conclude in **school E.B.C 3 of Liquica** has running well with planning process, implementation, research has gone with effective and efficient.

#### **Building and school tools:-**

Standard of school tool as national standard consist with minimum criteria building school, lab, library and other source of learning need everything to support teaching and learning process include other necessities. One of important factor to support the purpose of education is facility or school like library, lab, classroom, yard for sport, music and so process in school activity not run well if not support by good facility too in real conditional facility process support by learning and teaching process it show table bellow

Table 5.

No	School facility	Total	Usefulness
1	School building	10	Teaching and learning process
2	- Classroom - Office room	- 17 - 6	- Learning - Learning
3	Library	1	Reading
4	Course room	1	For course portugues language
5	- WC for Teacher - WC for Student	- 1 - 4	Daily Necessaries
6	- Chairs - Tables	- 1.650 - 1.400	To support learning and teaching process
7	Computer	15	To support planning of school

In Liquica regency always survey in each school especially school E.B.C 3 of Liquica cause this school as central for II Filial and less of school facility such as need additional classroom. Repair school building that broken condition add student books and yard management better.

#### Monitoring and evaluation:-

To do all activity with teaching and learning process in school so headmaster or leader in school organization always monitor with continue for all of program school that plain and has did cause for know what program with monitoring and evaluation for the program itself, it's mean success of the program depend of standard was did or not.

From all explanation, headmaster responsible in **E.B.C 3 of Liquica** become challenges are total of student was progress from time to time so need parent action for success the student parent characteristic has expect especially graduation were different too. So school have take part, join partner among student and parent. Parents has an important part in education and participation to school activity. Schreens 1992 (in Mulyana 2013:79) said that parents participation as stimulate of external by using or playing with important part in school, guide, learn, growth, the discipline to their child.

Remember that one of success key is challenge participation as friendly relation. Need some program as bellow:

1. Parents take part with proportional and professional in planning develop, implementation, and school program evaluation. Such as develop the best program of school and life skill
2. Do or build communicate intensive school must call the parents student by using some kind of manes bellow
3. Greet welcome and take part with school, comity, for student after did introduction and short orientation so that they know the school well with the program and activities.
4. Celebrate the meeting by continue with parents will effective and parent recognize each other.
5. Send or give news about school with continue so that parent know the program of job and development in school
6. Divide list to teacher complete include mobile number so that parents can call on time
7. Invite parents in develop creation and prestatation of student
8. Celebrate home visit to solve problem and develop self character of student
9. Divide job and responsible among school and parents in build the character of student
10. Join parents in any program and activity in school as a part of social partner like ceremony of religion, art, culture, and their job, join parents consist with hobby, skill and job with program and activity will done in school
11. Join parents in take decision divide decision they reel responsible to do
12. Push the teacher to make use of parent as source of learning and support student for success by learn

So headmaster at school **E.B.C 3 of Liquica** for presented to parents for come to conducive learn environment at home:

1. Create learn habit at home of learning time, parents must take part in learn like read magazine, write poetry, and write program job so that create the habit learn
2. Priority assignment consist with learning in school, if more activity and child have to do so the first was learning

3. Push child for active in mean activity and organization school as well curriculum or exult
4. Crive opportunity for the child to develop the idea and many kinds activity that support the learning
5. Create democration situation at home so that change mind and opinion as a part of learn process
6. Understand well what have to do by school in develop the child potential
7. Prepare good place of learn consist with parent skill and school necessities

Based on result of interview and observation in discus with informant so we can conclude that join partner among school and parents or society, student has go at the right way even parents participation in support school program management at **E.B.C 3Liquica** has good enough other active participation with school committee also give as donator such as 2 dollar USA of each parent suit their ability to give contribution to make school yard and fixed chair and table was break in meeting with school committee and so on from of join partner among school and other social organization support the exercise, skill like exercise with red cross for help the other student when they has an incident in school.

Leadership of head school as continue program of government by education ministry of RDTL where function of headmaster in RDTL especially at **E.B.C 3Liquica** for lead school based on organization and police. Education program for push and managed school by past new student every year and implemented curriculum education that stimulate by aspect that mean to prepare. Human resource with good quality and ready for take part in build the nation by rules of RDTL

### Conclusion:-

Based on result analysis of resource with article “Headmaster Leadership and Parents Participation in management school at **E.B.C 3Liquica**” so it’s make some conclusion bellow:

1. Leadership process of headmaster and parents participation of school management in **E.B.C 3Liquica** is develop and democratice according to the rules of education ministry in RDTL with national planning development where implementation to all school such as formal and informal education with good quality for better school in a long and short time
2. In headmaster leadership has full responsible as motivator, gather, teach and quid all program management of school start from some aspect like curriculum aspect, benefit aspect, learning aspect monitoring and evaluation run well but still are limitation such as laboratories, tools of sport and less for control of parent to children activity
3. Join partner among school and society must running well society participation in this case parent for support the headmaster in school management in **E.B.C 3Liquica** but lack of control parents to child when they were gone to school form of join partner among school and society we can see when take part in meeting parents of student together solve problem in school of **E.B.C 3Liquica**
4. Form the result of research some teacher not yet master Portuguese curse because new education has different so need headmaster participle for doing or celebrate the course or exercise for teacher.

### Suggestion:-

Based on conclusion as result of research those find above the outhor give some opinion to fixed or rearrange education system

### For headmaster:-

1. Expected for process in school **E.B.C 3Liquica** could response with result of decision together by school element and join partner with parent and committee such as the success come true to all element with real condition in school **E.B.C 3Liquica**
2. Expected intention of education municipal need allocation found and additional found for stimulate school necessities to support equality of education in **E.B.C 3Liquica**
3. School need develop teacher capacity by exercise course and give opportunity for corps or teacher to finish study until university by aim to be a teacher with professional and creative in teaching and learning at school **E.B.C 3Liquica**



**For society/parent:-**

Society or parent will active participle and success school management better, active in control the child when gone to school and give motivation learning well for child to follow learning process in school better and satisfied all among parents and school in this case.

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