

Research article

Model for Strengthening Academic Culture of Principal Leadership

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ORCIDBudi Haryanto: <https://orcid.org/0000-0003-4694-048X>**Abstract.**

A model to strengthen the academic culture leading to principal leadership in Islamic education was developed at SD Muhammadiyah 2 Pendil, Probolinggo Regency, Indonesia. This model was then tested on institutions, educators, and students. The model is based on the sociocultural and internal and external environment and applicable policies for shaping the character of students and school members under the supervision of the principal as a leader. It emphasises on building honest character and being able to act kind in everyday life. The current study has used various reference literature that could help researchers in developing academic culture. The researchers hope that this model will produce a generation that is honest and able to adapt to the times and be fair. The long-term goal, however, is to produce a robust and intellectual generation of students with good character and a progressive mindset following the principles of Qu'ran.

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1. INTRODUCTION

Academic culture is a habituation activity related to academic activities [1]. Academic culture is one part of school culture. The success of implementing a good academic culture will have implications for the school's quality culture. The success of this culture certainly cannot be separated from the leadership role of a school principal [2]. A school principal plays a role as the spearhead of change and renewal of academic culture. In reality, creating an academic culture as expected is not as easy as turning the palm of the hand. Many things become obstacles in its application, such as behavior, thinking and habituation. The role of the principal in planning and implementing it is a challenge that must be solved [3].

This research is a systematic literature review research that explores the model or steps of a school principal in (1). planning, (2). implement, (3). strengthen and (4). management of academic culture in schools. The academic culture of the principal's leadership

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provides an open concept description as a process of strengthening the cultural model in the school environment, conducting inter-institutional analysis. Research will focus on the academic culture and leadership of the principal [4]. Culture is a form of many difficult components, which include the system of customs, language, ways of dress, works of art, culture, including religious and political systems. Language, as well as culture, is an inseparable part of human beings, because culture is a hereditary heritage which is assumed to be genetic inheritance [5].

The important point of academic culture with this model will be the strengthening of the principal's leadership in developing an academic culture. The studies that will be obtained through these strengths will create academics within the framework of reliable education. Because with this power it will be a positive value for the academic environment. Of course, with the support of the principal's leadership [6]. The principal's leadership is very influential with the pace and development of the school. The cultural influence applied in educational institutions will give birth to an honest and fair generation. This is where the role of the principal as a leader demands his performance and work ethic. So that the management of the institution can provide reliable academic cultural values [7].

Talking about culture will be interesting if it is discussed. Because culture is a form of many difficult components, which include the system of customs, language, ways of dressing, works of art, culture, including religious and political systems. Language as well as culture, is a part that cannot be separated from human beings, because culture is a hereditary heritage which is considered as a genetic heritage. One can communicate with people of different cultures and adjust the differences between them, thereby proving that culture can be learned. Academic culture is something that is complex and cannot be limited by space and time, which has become a habit for school residents that is difficult to change in a short time, even though this is the era of digitization. [8]

Our view of the culture that has prevailed in an institution should be a wisdom that has positive values. We need to realize an abstract academic culture and we need to express it according to the activities in the institution in culture [5] With the application of the academic culture obtained from the model of the principal's leadership strength by showing the strengths and movements, there is great hope for the progress and development of school change. [3]. The change in academic culture here is a fact proven by the leadership of the principal which will produce a generation that is honest and fair and has character. The basic point of change is the strength of the academic culture model that is applied to achieve the school's vision, mission and goals [9]. Strengthening this model is one that is in the school's mission which is focused on

students who really need assistance to students. This step was taken to make it easier for educators to apply in the school environment. The form of this model is very useful in the formation of student character, because there is always a dialogue between the teacher and students where in this situation students can understand how behavior can function and learn to be confident. This is a sign that looks hopeful in achieving the school's goals [3]. To clarify and provide a brief overview of this topic to the reader, the author will arrange the introduction into several subtitles to provide understanding in this article. Presentation of general concepts about academic culture and school leadership as well as models of the strength of academic culture in the scenario of the Covid-19 period [10]. The literature research questions in this article are:

First question: What is the culture depicted like?

Second question: How can culture be developed?

2. RESEARCH METHODOLOGY

This systematic literature review is a descriptive analytical study, which uses the strength of the principal's leadership model approach. This systematic literature review is to provide answers to the questions posed in the introduction. Given the academic culture and leadership of school principals, it is important to research as material to be discussed as a comparison with similar literature [11]. Thus we include the report as reported by the researcher. Therefore, the data base that we collect is for academic research purposes. The database we collect focuses on lens.org as relevant materials and sources. The material we collected is the 2018 – 2021 timeframe to capture the latest literature that adjusts the title. By adopting a systematic review as follo

Phase 1 (Identification): Initial search of references adjusted for title variables, namely "culture + academic" and "leadership + principal" found a database of 312 articles with the keywords "Culture + academic" and "leadership + principal"

Phase 2 (Screening): Due to the fact that in the first search stage there were many unsuitable articles, the researcher extended the grace period by five days. After filtering, we found 142 articles, but we haven't gotten the keywords that match the desired keywords.

Phase 3 (Eligibility): From the results of the first stage the researcher made an abstract mapping and conclusion to make it easier for researchers to analyze.

Phase 4 (Inclusion): At this stage the researcher records the relevant literature according to the key in the search. Then the researcher retains from the search results and includes the appropriate literature.

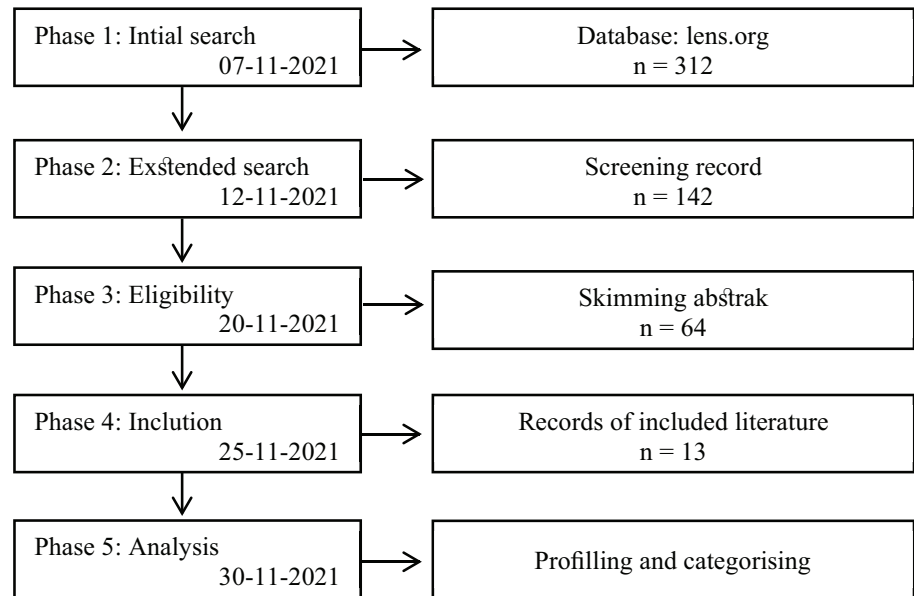


Figure 1: Systematic Review Prism.

Phase 5 (Profiling table): Of all the 64 articles, they were recorded and analyzed in a structured and systematic way and have been read through a screening process, thus eliminating all articles, except for 13 articles.

3. Findings

As mentioned above, only 13 articles were retained and relevant enough to be researched and analyzed intensively. Then this study is classified into groups based on: (1) strategy, (2) research location, and (3) methodology used

3.1. Research place

This study focuses on research articles adopted from lens.org where researchers collect several articles that do not focus on just one article, but many articles with the keywords academic culture and principal leadership [12].

3.2. Research strategy

The researcher used the initial strategy was mapping from various kinds of literature that was adopted at lens.org which was adjusted with keywords. From several articles,

13 relevant articles were obtained to be studied which were adjusted to the researcher's keywords [13].

3.3. Research methodology

This article was compiled using the Systematic Literature Review (SLR) method taken from full lens.org. this review is to identify, evaluate and interpret all the research that has been mapped. Researchers review and identify articles in a structured manner following a predetermined template [8]. The keywords used are "Culture + Academic" and "Leadership + Principal". The articles taken are the time range 2018-2021 and the latest. Next, the researcher categorizes the articles on the academic culture of principals' leadership to be applied in institutions [14].

List of articles searched for the model of strengthening the academic culture of principals' leadership

From the 13 articles that we obtained which were adopted from lens.org, the researchers grouped them into 4 components, namely (1) Culture (2) Academic (3) Leadership and (4) Principal.

3.4. Culture

From the qualifications above, articles related to platforms related to culture were found, including: [1], [2], [3], [5], [7], [8], [14]. From the 7 articles obtained, there are still many cultural incompatibility in learning that is applied in elementary schools.

3.5. Academic

Furthermore, articles related to academics were also found, 3 articles related to academics were found, but there were still many shortcomings which of course needed adjustments to learning related to learning at the basic level, among others [15], [10], [6]. Of the three articles above, of course, there are still many things that need to be adjusted.

3.6. Leadership

Found 1 article that is considered relevant for leadership, however, it also needs to be adjusted in applying it in basic education in leadership, namely [9]

TABLE 1

Model for Strengthening Academic Culture of Principal Leadership	Culture	Academic	Principal	Leadership
The influence of academic culture on quality management system ISO 9001 maintenance within Malaysian universities [1]	√			
Scanpath analysis of expertise and culture in teacher gaze in real-world classrooms [2]	√			
Cultural Studies and radical popular education: Resources of hope [3]	√			
The neural correlates of academic self-concept in adolescence and the relation to making future-oriented academic choices [15]		√		
Historical roots of the global testing culture in education [5]	√			
Authorial presence in English academic texts: A comparative study of student writing across cultures and disciplines [6]		√		
The relationship between national culture and succession planning in Malaysian public universities [7]	√			
Building a culture of impact in an international agricultural research organization: Process and reflective learning [8]	√			
Effect of Leadership Styles of School Principals on Organizational Citizenship Behaviors [9]			√	√
Online delivery and assessment during COVID-19: Safeguarding academic integrity [10]		√		
Mapping the international knowledge base of educational leadership, administration and management: a topographical perspective [11]				√
A leadership strategy: Coaching, a Singaporean example [12]				√
Which 'culture'? A critical analysis of intercultural communication in engineering education [14]	√			

3.7. Principal

Next, there were also 3 articles related to leadership, namely the principal of the school, including [9], [11], [12]. From these three articles, there are still many shortcomings when applied in elementary school education. There are still many shortcomings that need to be adjusted.

3.8. Research focus

Researchers focused on two dominant variables, namely academic culture and principals' leadership which were adopted from 13 articles as sources.

1. Academic culture: of the 7 studies deemed relevant to exploit the term “academic culture” an example of the definition and impact of academic culture
2. Academic culture: 2 studies revealed that academic culture can be applied in universities with certain limits and classifies culture in the same way.
3. Principal leadership: 2 studies say that principal’s leadership will have an impact on institutional development.
4. Principal leadership: 2 studies concluded that leadership is someone who has policy in an institution.

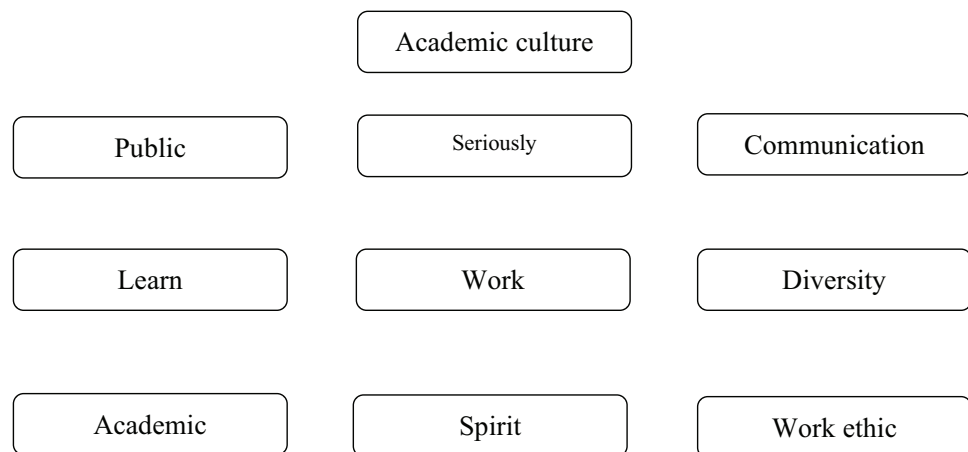


Figure 2: Academic Culture.

4. Article categories

To introduce the features of academic culture, from 13 articles as a reference source and make sure they are relevant. To read the mind map of 13 articles with the keyword

"academic culture" without including "leadership leadership" reveals that academic culture is a process of forming honest and fair human beings in the field of education [12]. As the analysis that 7 out of 13 articles as sources focus on academic culture. Which exemplifies and provides an illustration of the creation of humans who can be relied on in facing the challenges of the times [7].

5. Discussion

The criteria for applying the strengths of the academic culture model can be well understood. Needed and expected in the academic culture can provide significant changes to the institution in the leadership of the principal [15]. Because academic culture can develop. If in this case there are no restrictions then culture can develop uncontrollably.

6. Answering Research Questions

Question 1: What is the culture depicted like?

Answering the first question can be seen from Figure 2 as an investigation of the answer to the first question.

Question 2: How can culture be developed?

Culture can be developed in higher education, with defined and agreed limits as a rule.

7. Reflection

From the thirteen literature that became the source of our research, we can review that academic culture in education is very relevant. Given from several literacy and study focused on the culture it self [8]. It is very important to have ideas, theories and inputs to orbit as a subject and help cover more general aspects.

8. Conclusion

The research we present here explores the dimensions of academic culture as evidenced by a systematic study of literature reviews taken from lens.org as relevant sources [16]. We highlight the facts that academic culture is not simply something that

can be developed in an institution or school. Culture is also usually developed in the community with the existence of communication with everyday language [17]. So far, experts have researched a lot about academic culture. But it would be a mistake if a culture is not restricted.

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