

May 24-25, 2016 at Universitas Negeri Malang, Indonesia

#### Organized by:

- Universitas Negeri Malang, Indonesia
- Mahasarakham University, Thailand
- University of Hyderabad, India
- College of Education, Hue University, Vietnam











# **PROCEEDINGS**

THE 4th INTERNATIONAL CONFERENCE
LANGUAGE, SOCIETY, AND CULTURE IN ASIAN
CONTEXTS (LSCAC 2016)

on "Cultivating and Casting Asian Diversities:

**Empowering the Asians**"

Malang, May 24 – 25, 2016

Hotel Atria, Malang, East Java, Indonesia

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# THE 4th INTERNATIONAL CONFERENCE "LANGUAGE, SOCIETY, AND CULTURE IN ASIAN CONTEXTS"

Malang, May 24 – 25, 2016 Hotel Atria, Malang, East Java, Indonesia

### **Keynote Speakers**

Dr. Apiradee Jansaeng, Mahasarakham University, Thailand
Dr. Soe Marlar Lwin, Nanyang Technological University, Singapore
Prof. A. Effendi Kadarisman, Universitas Negeri Malang, Indonesia
Dr Azhar Ibrahim Alwee, National University of Singapore, Singapore



### **Universitas Negeri Malang**

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Telephone 62-341-551312 Ext. 453

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#### **PROCEEDINGS**

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Dang Van Chuong, College of Education, Hue University, Vietnam

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#### STEERING AND ORGANIZING COMMITTEE







On behalf of the organizers and the committees, we are proud to welcome everyone to Malang and the 4<sup>th</sup> International Conference on Language, Society and Culture in Asian Context (LSCAC 2016) organized by Mahasarakham University, Thailand, University of Hyderabad, India, Hue University, Vietnam and hosted by Universitas Negeri Malang.

As has been widely known, these collaborating institutions successfully held the international conference on "Language, Society, and Culture in Asian Contexts: LSCAC" in 2010, 2012, and 2014. The conferences attempted to create a space where people could exchange academic knowledge and build up international collaboration so as to bring new body of knowledge into the development of the Asian society, as well as to strengthen network among scholars whose research interests lie in the Asian context.

The Language, Society and Culture in Asian Context International Conference Series continues to:

- provide a forum for the exchange of ideas and dissemination of information on good practices within language, society and culture in Asia;
- strengthen and broaden the network of researchers, practitioners, students, teachers, artists and all those involved in language, society and culture in Asia;
- increase the links between the language, social and cultural communities especially in Asian context among the people of Asia;
- showcase research in the field of language, social and culture in Asian context.

The theme for the 2016 conference is Cultivating and Casting Asian Diversities: Empowering the Asians. Our plenary and featured speakers have considered this topic and we look forward to hearing a variety of perspectives as a discourse to strengthen understanding and to foster creativity, growth and social innovation among Asians to be a better Asia.

Your presence at this conference is helping to further develop this meaningful and sustainable forum that we believe is contributing to strengthen the understanding due to the diverse cultural diversity of Asia as the biggest and most diverse continent on the globe.

LSCAC 2016 is made possible by the dedication and hard work of our community. We are indebted to many. The LSCAC track record of excellence continues this year. This would not have been possible without the advice and support of the previous conference chairs.

Special mention must be made of the fact that LSCAC 2016 is truly international. It is organized by a core team from Hyderabad University, India, Mahasarakham University, Thailand, Hue University, Vietnam and an organizing committee of Universitas Negeri Malang with members from three faculties; Faculty of Letters, Faculty of Social Science, and Faculty of Education. The diversity of our people is one of our core strengths that adds tremendous value to the conference organization. We thank all of them for volunteering their time and energy in service to our community.

In particular, we would like to express our gratitude to the Rector of Universitas Negeri Malang, Professor AH. Rofi'uddin for the guidance in managing this conference, Dean of Faculty of Education Professor Bambang Budi Wiyono, Dean Faculty of Social Science Professor Sumarmi as also the steering committee. We would like also to address special thanks to Mr. Reno Halsamer and Mrs. Elly Halsamer in accommodating us at Museum d'Topeng, to learn more about Indonesian culture and history through their collections.

Finally, we would like to thank all the presenters for the willingness to share the latest research and ideas and all the participants for their keen and active participation. Without your efforts, this conference would not be possible. Keep up the good work. We hope that you will have an enjoyable and productive time in Malang, and leave with fond memories of the multicultural experience at LSCAC 2016.

Professor Utami Widiati Professor Bambang Budi Winarno Professor Sumarmi Steering Committee, LSCAC 2016

#### RECTOR, UNIVERSITAS NEGERI MALANG







Malang, 9 May 2016

Dear LSCAC 2016 participants,

Welcome to the 4th biannual International Conference on Language, Society, and Culture in Asian Contexts 2016 (LSCAC 2016),

Universitas Negeri Malang, in collaboration with Mahasarakham University (Thailand), University of Hyderabad (India), and Hue University (Vietnam), is proud to host the 4th International Conference on Language, Society and Culture in Asian Contexts 2016. I warmly welcome the conference participants from Asian countries to Malang, Indonesia. This conference invites and is attended by national and international academics, researchers, practitioners, teachers, and students to extensively and intensively explore and discuss various aspects of languages, cultures, and societies in Asia.

Asian societies are not only unique in socio-economic structure, but also rich in linguistic and cultural diversities which warrant explorations. The explorations, imperative to our understanding of the multi-dimensional and multi-layered character of Asian societies, would bring people in the continent together, allowing them to be global citizens. Exploring and reflecting on the Asian diversities would enhance our knowledge of who we are and what we have. The deeper and better understanding of who we are leads to the cultivation of relevant strategies for the empowerment of the Asians. This aim is exactly reflected in the theme of this year's conference: "Cultivating and Casting Asian Diversities: Empowering the Asians."

Universitas Negeri Malang is committed to supporting and encouraging the establishment of forums to share ideas and insights on various topics to cultivate and cast Asian diversities. For this reason, we are delighted to see so many academics, researchers, practitioners, teachers, and students in Asian countries to actively participate in this conference. We strongly encourage all of you to take as much benefit as you can from this conference.

Regards

Rector, Universitas Vegen Malang

### Message from the Vice-Chancellor University of Hyderabad, INDIA.





Dear Participants,

Greetings to the participants of 4th Bi-annual conference of Language, Society and Culture in Asian contexts (LSCAC), 2016.

It gives me immense pleasure to note that the University of Hyderabad, India was one of the main initiator of this bi-annual event. The 2<sup>nd</sup> conference was organized in the University in 2010. The study of Asian languages, societies and cultures acquires special significance in the context of recent efforts of Asian countries to form Asian Economic Union. As a first step towards this goal has been formation of ASEAN. We strongly believe that formation of any such union should be based on the cultural unity of Asian societies. In this context, I am sure that deliberations of this conference will contribute towards indentifying commonalities in Asian cultures which in turn will become bases for Asian Union in future.

We in University of Hyderabad are very much interested in promoting academic collaboration with the Institutions of Higher Education in Asia. This will promote people-to-people contact and exchange of knowledge for further development of Asian societies.

I congratulate University of Universitas Negeri Malang, Indonesia for organizing this conference in collaboration with Mahasarakham University, Thailand, University of Hyderabad, India and Hue University, Vietnam. I also express my sincere thanks to the University for giving us opportunity to co-host the conference.

I wish you a rewarding and enjoyable conference.

Yours sincerely,

Appa Rao Podile

Message from the Dean of Faculty of Humanities and Social sciences Mahasarakham University, Thailand



Dear LSCAC2016 participants,

It is my pleasure to welcome you to the  $4^{\rm rd}$  International Conference on Language, Society, and Culture in Asian Contexts, or LSCAC 2016, co-hosted by Mahasarakham University, Negeri Malang Universitas, Hue University and University of Hyderabad.

The purpose of this biennial conference is to serve as a forum for scholars who share mutual interests in the development challenges faced by Asian societies.

For this two-day conference, we are grateful to have Dr.J. Prabhakar Rao, professor of Linguistics in Centre for Applied Linguistics and Translation studies, university of Hyderabad, Hyderabad as our keynote speaker and Soe Marlar Lwin, Assistant professor in the English Language and Literature Academic group at the National Institute of Education and Nanyang Technological University, Singapore and A. Effendi Kadarisman, degree in Linguistics from the university of Hawaii at Manoa and Dr.Azhar Ibrahim Alwee, A lecturer at the Department of Malay studies, National University of Singapore(NUS), as our panelists in a special panel session on "Academic Collaboration among Higher Education Institutions in Asia"

Last, but not least, LSCAC 2016 in Thailand would not have been possible without the efficient efforts of the conference coordinating team and of course the enthusiastic presenters and participants who have come to Negeri Malang Universitas from around the world in order to take part in LSCAC 2016.

I sincerely hope that your experience in attending this conference will be fruitful one, that is thought-provoking in an academic, social and cultural dimensions.

ms

Asst. Prof. Dr. Kanokporn Rattanasuteerakul Dean of Faculty of Humanities and Social Sciences Mahasarakham University

# Message from

### Hue University of Education, Hue City, Vietnam





Assoc. Prof. Dr. Nguyen Tham Rector of the University

Dear LSCAC participants,

Welcome to the 5th International Conference on "Language, Society, and Culture in Asian Contexts" (LSCAC 2018).

With about 100 participants from over 10 countries of the ASEAN and all over the world, LSCAC is one of the crucial conferences of its kind in the region and plays an important role as at this time, the ASEAN integration specifically and international integration generally opens doors for people and Asia is also an indispensable part of our intricate global civilization. Hence, various dimensions of Asian societies began attracting the attention of scholars. With increasing role, there is a need to study in-depth the mutual influence of different aspects that contribute to the dynamism of Asian societies. This conference focuses on aspects like language, society, culture and education.

Hue University of Education therefore with honor offers to host the LSCAC 2018 Conference and commits our best to organize a wonderful unforgettable conference to the linguists, cultural experts and educators all around the world. Additionally, Hue University of Education, located at Hue in Central Vietnam, which is one of ASEAN cultural cities with stunning sightseeing landscapes and famous for its peace and quietness, will certainly provide all of you with nice memories about the local food and culture.

I warmly welcome the participation of the ASEAN and all over the world academics and institutions in this conference, and I am also pleased that a significant number of international experienced experts and academics will attend the conference.

The LSCAC 2018 Conference provides a wonderful opportunity to analyze various dimensions and factors that are pivotal for the functioning and development of Asian societies. I encourage you to make the most of the two-day conference to build your knowledge, exchange ideas and strengthen your friendships.

I wish you a rewarding and enjoyable conference.

Assoc Prof. Dr. Nguyen Tham

Yours sincerely,

TRƯƠNG ĐẠI HỌC

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# MODEL OF EDUCATIONAL LEADERSHIP IN THE IMPLEMENTATION OF CURRICULUM 2013

#### Imam Gunawan

Universitas Negeri Malang, Indonesia
Imam.gunawan.fip@um.ac.id

**Abstract:** The purpose of this research is to develop a model of educational leadership in the implementation of Curriculum 2013. Leadership is the key of education at schools. This research is a development research. The research subject is Junior High School principals in the District of Kras, Kediri. Data are collected through questionnaires, interviews, and focus group discussion. The data analysis technique is descriptive analysis. The results showed that effective leadership in the implementation of Curriculum 2013 is a leadership which focuses on aspects of learning (learning leadership).

Keywords: educational leadership, curriculum 2013

#### INTRODUCTION

Educational leadership is implemented at educational institutions, with the aim to encourage all citizens of school to do their work and duties properly and correctly in accordance with their respective responsibilities, which ultimately aims to develop all the potential of the learners. Kusmintardjo (1989) stated that educational leadership is leadership that takes place in the educational environment or situation, which means that educational leadership should display the characteristics of leadership that are educational. Leaders at the level of school education are the principal. The person holding the post of principal is the educational leader (Soetopo, 1982). Nevertheless, it is important to know that leadership itself is not a job title.

The tasks of the principal in the management of curriculum and learning according to Soetopo (2003, p. 32) are: (1) as school leaders: to manage learning activities, including the preparation of school calendar, annual program, and timetable; and (2) as a leader in driving school teachers in preparing and implementing learning instruments, including the annual program, the semester program, lesson plans and learning evaluation. The school calendar is the effective translation of the number of school days in a school year along with vacation time. Based on the school calendar, the principal draws up an annual program for the school.

The preparation of the school timetable is done in three stages, namely: (1) inventory phase of subjects, number of hours for each subject, teachers that teach the subjects, number of lesson hours for each teacher, and the number of classes; (2) tool preparation stage, namely, a board of subject schedule containing the names of subjects and teachers; and (3) the establishment of the timetable. Richardson, McLeod, & Dikkers (2011) state that the field of educational administration and educational leadership concerns the effectiveness and quality of leadership preparation programs. Adams and Jean-Marie (2011)









state that collective leadership is defined by the degree to which control of teaching and learning is based on collective responsibility and shared influence among school role groups.

A leadership model is implemented by school principals to achieve school goals. Salfi (2011), based on his research, concluded that the majority of the head teachers of successful schools develop a common and shared school vision and promote a culture of collaboration, support, and trust. Hollingworh (2012) concluded that the principal served as a catalyst in building teacher knowledge and implementing formative assessment practices. The success of any change initiative relies on the relationship between teachers and school leaders. Instructional leadership becomes crucial in the implementation of the curriculum. Hallinger (2011, p. 125) states four specific dimensions of leading for learning: (1) values and beliefs; (2) leadership focus; (3) contexts for leadership; and (4) sharing leadership.

Teachers would face obstacles in implementing learning management. These constraints are affected by the implementation of the current curriculum, such as the readiness and teachers' understanding of the curriculum. Curriculum 2013 in implementation cannot be separated from the problem. The headmaster as an educational leader at the school has a duty to assist teachers in solving those problems. This is confirmed by Maisyaroh, Zulkarnain, Setyowati, and Mahanal (2014) who state that the principal as an educational leader has a primary responsibility for conducting supervision at school, acting also as a superintendent. Educational leadership shown by principals are the deciding factor in the implementation of Curriculum 2013. The model of school leadership is affected by issues arising in the school. The headmaster is required to adjust the model of leadership to the problems faced by his subordinates. Principals should know the problems faced by teachers, so that a model of leadership that is applied can help teachers resolve the problem. Sanzo, Sherman, and Clayton (2011) conclude that the common themes of practices enabling the principals to serve effectively in their schools emerged from the conversations and were grouped in the following categories: sharing leadership; facilitating professional development; leading with an instructional orientation; and acting openly and honestly.

Ningrum and Sobri (2015) concluded based on their research that too much administrative work must be completed by the teacher, and developing lesson plans should list the three approaches; the lesson plan is used for one meeting or one subject; learning is not always completed in one meeting, but one subject must be completed in one day; teachers find it difficult to split time between the implementation of learning and administration; and the difficulty in assessing teacher. Maisyaroh, et al. (2014) concluded that the problems of teachers in the implementation of Curriculum 2013 are in achieving content standards, process standards, competency standards and assessment standards. The principal has an important role to help teachers resolve the constraints faced in the implementation of Curriculum 2013. The applied learning leadership by principals becomes important. Leadership learning is a model of school leadership that prioritizes learning in leadership. This was confirmed by Gunawan (2015) who states that the principal has a duty to help teachers understand, choose, and formulating educational objectives to achieve.









#### **METHOD**

The design of this study is research and development. Borg and Gall (1989) states that the purpose of research and development is to bridge the gap that frequently exists between educational research and educational practice. The steps of development implemented in the study take into account Borg and Gall's proposed stages (1989, pp. 784-785), namely: (1) research and collecting information; (2) planning; (3) develop a preliminary form of the product; (4) preliminary field testing; (5) the main product revision; (6) playing field testing; (7) operational product revision; (8) operational field testing; (9) the final product revision; and (10) dissemination and distribution. The study modified Borg and Gall's and reduced it to six steps: (1) a preliminary study; (2) planning; (3) developing products; (4) expert validation; (5) field trials; and (6) try out of the final product.

The subjects of the study were a number of teachers and principals Junior High School in the District of Kras Kediri. The study began with a survey using instruments in the form of an open questionnaire to solicit the problems of teachers in implementing Curriculum 2013. Having in mind the problems faced by the teachers, the researchers developed the right educational leadership model. The design of conceptual model of educational leadership developed underwent validation and limited testing processes.

Once it is done, experimental research included in the latter stages of the development of Borg and Gall (1989), which is a major field test, was administered. Teachers and principals were included at this stage, namely in the implementation of educational leadership model developed. The instruments used were in the form of questionnaires and focus group discussion guidelines, as well as record sheets used to record the number of responses of the related research subjects. Data were analyzed using descriptive analysis.

#### **FINDINGS AND DISCUSSION**

The results of this study is the identification of problems faced by teachers in the implementation of Curriculum 2013, as well as the discovery of an effective educational leadership model to resolve the problems faced by teachers in the implementation of Curriculum 2013. The first findings, the problems faced by teachers in the implementation of Curriculum 2013, include: (1) lesson plan still refers to the 2013 Curriculum; (2) the application of learning the scientific approach by the teacher is not optimal; (3) the teacher's application of the learning model is less than optimal; and (4) the teacher's assessment of student learning outcomes that cover three domains of learning, i.e., attitudes, knowledge, and skills is not optimal.

The lesson plan is drawn up yet fully referring to the Curriculum 2013, because it is based on lesson plan documents prepared by teachers; content and format still refer to the 2006 Curriculum. Core competences are not written in the lesson plan. Teachers in describing the basic competence still do not refer to the taxonomy of learning such as Bloom's Taxonomy. Application of learning the scientific approach by the teacher is less than optimal because teachers do not fully understand the scientific learning process, which is commonly abbreviated with the acronym 5M, namely, *mengamati* (observe),









menanya (ask), mengumpulkan informasi (gather information), mengasosiasi (associate), and mengkomunikasikan (communicate).

Teachers believe that the scientific approach can only be implemented in the subjects of Natural Sciences alone, while other subjects contain less precise subject matter. The assumption of such teachers is due to the name of the approach, that is, scientific approach. Another cause is the assumption that teachers have less right over one of the elements of scientific approach, that is, *mengamati* (observate). Teachers assume that the observation is only done with the sense of sight only. Therefore, although the teacher has designed learning, they tend to use conventional teaching methods that use a lot of lectures. This made learning not oriented to the learner (student centered learning) which is the breath of the 2013 Curriculum.

Teachers' application of learning model is also less than optimal. This is because the teachers also do not know the model and learning methods that are creative and innovative. Teachers tend to apply the lecture method. Teachers are still unfamiliar with models of learning, such as, cooperative learning model. Cooperative learning model is commonly used only by students who are doing Practice Teaching Experience while among teachers, its application is still not optimal. There are only a few teachers that implement cooperative learning model. However, the management of time allocation is still lacking, so sometimes when the lesson is over, learning is still unfinished, and the time allocation for the next subject in the timetable was consequently reduced.

Teachers' assessment of student learning outcomes that cover three domains of learning, i.e., attitudes, knowledge, and skills is not optimal. Teachers still tend to prioritize the realm of mere knowledge. It can be seen from the evaluation techniques and evaluation instruments used by teachers to measure student learning outcomes. Instruments that teachers use the most is the test instrument with questions related to subject matter. However, there are teachers who pay attention to the attitude of the students as well. This is consistent with the spirit of Curriculum 2013, which prioritizes the affective values of students.

The second discovery of the study is a model outline of effective educational leadership to help teachers solve problems encountered in the implementation of Curriculum 2013. The model was developed starting from the policy implementation of Curriculum 2013, the application of direct model of instructional leadership, then teachers face special problems applied to models of indirect instructional leadership. The visual frame of educational leadership model is illustrated in Figure 1 and Figure 2.







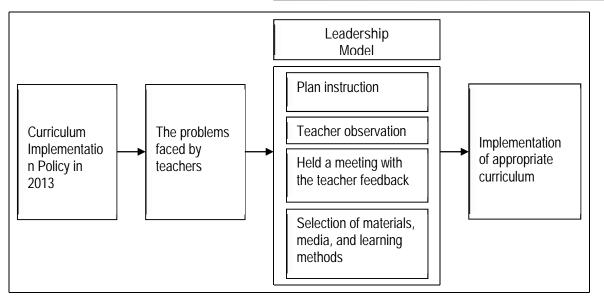


Figure 1. Model of Direct Instructional Leadership Framework (Before Going to the Fields)

The role of the principal as educational leader in the model of direct instructional leadership is giving guidance related to the learning activities undertaken by teachers in the classroom. The principals provide teachers with knowledge and understanding on the implementation of Curriculum 2013 in the classroom level. The principal observe when teachers teach in the classroom. After that, the principals evaluate teachers in the teaching views during a meeting with the teacher's feedback. School head teacher provides guidance in selecting materials, media, and teaching methods to be applied in the classroom. Implementation of the framework of educational leadership model as illustrated in Figure 1, has not showed job satisfaction of teachers, because teachers still feel educational leadership applied by the principal directive. Therefore, it is developed into a model of indirect instructional leadership (Figure 2).

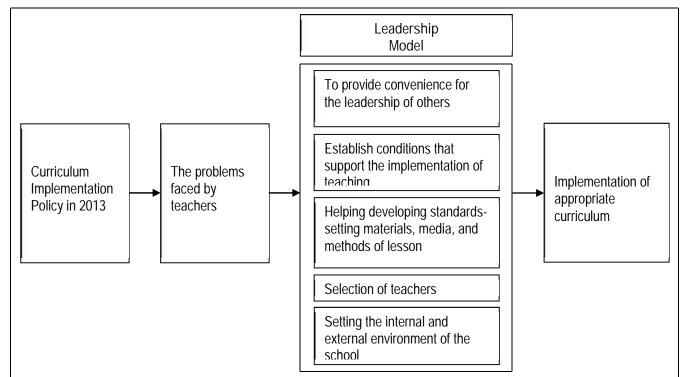


Figure 2. Model of Indirect Instructional Leadership Framework (After Going to the Fields)









The role of the principal as educational leader in the model of indirect instructional leadership is to provide convenience or opportunity to every individual to become leaders of learning. The principals are in charge of establishing conditions at school that support the implementation of effective learning. The headmaster gives recommendation to the Department of Education related to the selection of teachers, so the teachers who get accepted are in accordance with the culture of the school. The principal has a duty to regulate the internal and external environment of the school, so the school community can work in a conducive situation with high spirit and dedication.

When referring to the findings of the study, the effective leadership in the implementation of Curriculum 2013 is a leadership which focuses on aspects of learning (learning leadership). The principal has an important role to help teachers resolve the constraints faced in the implementation of Curriculum 2013. The applied learning leadership by principals becomes important. Leadership learning is a model of school leadership that prioritizes learning in leadership.

Leadership model implemented by the principal should be appropriate to the circumstances they face, such as the problems facing teachers. There is no effective leadership model for all situations. Implementation of Curriculum 2013 affects leadership model implemented by the principal. This is because the demands of school performance are also different, so the leadership behaviors applied by the principal will also be different. Different situations require different styles of leadership. Hersey and Blanchard (1995) stated that leadership is the process of influencing the activities of an individual or group in the efforts toward goal achievement in a given situation. The effectiveness of leadership styles depending on the match between leaders, followers, and situation. These three elements are interrelated and interact proficiency level.

When referring to the findings of research related to the problems of teachers in the implementation of Curriculum 2013, the effective leadership is a model of educational leadership continuum that moves from direct towards indirect instructional leadership instructional leadership. Kleine-Kracht (1993) states leadership learning can take place directly (direct instructional leadership) and indirectly (indirect instructional leadership). Leadership learning is a multidimensional construct with regard to how principals can organize and coordinate the work life (the work life) in schools that shapes not only the experiences of learning and student achievement, but also the environment in which the work is performed (Heck, Larsen, & Marcoulides, 1990).

The principals act as direct instructional leaders when they work with teachers and other staff to develop student learning (Kusmintardjo, 2014). Actions include the planned teaching, teacher observation, feedback meeting with the teacher, or the selection of learning materials. The principal can also act as an indirect instructional leaders (Kusmintardjo, 2014), by providing easiness for the leadership of others to establish the conditions that support the implementation of teaching, helping to set standards of the subject matter, the selection of teachers, and setting the internal and external environment of the school.

Direct instructional leadership model emphasizes the authority of the principal as manager of the school curriculum. The principal with authority as the manager of the school curriculum, directing teachers in preparing and implementing learning devices, including the annual program, the semester program, lesson plans and learning evaluation (Soetopo, 2003). Özúahin, Zehir, and Acar (2011) based on the









results of their research concluded that the commitment to learning and shared vision and openmindedness mediates the effects of task oriented leadership and relations oriented leadership behavior on firm performance. Principal leadership influence the effectiveness of school teaching organization (Chairunnisa, 2013). The practices of transformational leadership principals have a direct positive effect on teacher empowerment (Hadi, 2010).

Changes in learning that lead to the development of teaching and teachers' learning starts from the leadership of the principal. "As leaders of change in university contexts where initial teacher education takes place, deans of education have considerable capacity to inform and enhance the discourse on teacher education change" (Elliott-Johns, 2015, p. 2). Teachers' motivation is important to upgrade. Teachers have higher work motivation when principals apply transformational leadership (Wiyono, 2007). Principals' leadership style contributes significantly to the performance of teachers in teaching, so that eventually it improves teacher performance, and increases student achievement (Suwarni, 2011). Principal in the implementation of Curriculum 2013 has the role of providing support and motivation, monitoring and delivering the knowledge obtained when following dissemination programs, in addition to the principal's supervision of teaching, in which they discuss teachers' difficulties in conducting teaching and learning process based on the 2013 Curriculum (Ningrum and Sobri, 2015).

The principal has the task of providing supervision services to teachers to improve the quality of their teaching. Sobri (2013), based on his research, concluded that the principal's role as a supervisor is to increase the overall success of school learning program to help teachers solve problems in the classroom. Gunawan (2014) concluded that there is significant influence of teaching supervision and teachers' ability to manage the classroom on students' motivation. Supervision of teaching as a service to reform education, especially in the realignment of effective learning process, thus providing opportunities for teachers to enhance the professional capabilities of teachers in the learning process. Classroom management activities refer to activities that create and maintain optimal conditions for the students' learning process. Motivation has a role and a very important benefit in the continuity and success of learning by each student.

Indirect instructional leadership model emphasizes on principals' facilitating the leadership of others to establish the conditions that support the implementation of teaching, helping to set standards of the subject matter and the selection of teachers, and organize internal and external environment of the school. Leadership requires effective learning with synergic relationship between the external factor and the principal's instructional leadership behavior, especially the behavior of principals in directing the internal dimensions of the school towards improving teacher performance and student learning outcomes (Ubben & Hughes, 1992). Dobrescu and Grosu (2014) state that teacher has a flexible teaching style, mostly democratic, combining successfully the command leadership (necessary in certain moments), with self-leading. Hollins (2008) affirms it is important for classroom teachers to construct an operational definition of culture that makes explicit its centrality and systemic nature in the realities of human existence.

Most teachers combine authority, autonomy, and collaboration in their attempts to help students succeed and enjoy learning (Dierking & Fox, 2012). The principal has a duty to create a conducive school









organization and environments that support learning activities. School should become a place for learning that is convenient for all citizens of the school. School needs to be a vehicle for all its members to learn science. Razak (2006) affirms the need for school atmosphere that is quiet and comfortable to support teaching and learning process, with good impression on the students. Waworuntu (2003) concluded based on his research that there are 16 variables that have a positive impact on the leadership: career changes, communication, leadership in the work, networking, development of others, influence, teamwork, diversity, the use of local languages, commitment, discipline, exemplary models, volunteers in working, optimism, act of mutual love, and consistency.

### **CONCLUSIONS AND SUGGESTIONS**

The results of the study showed that effective leadership in the implementation of Curriculum 2013 is a leadership which focuses on aspects of learning (learning leadership). Leadership learning is a principal leadership that prioritizes learning in leadership. Framework for effective educational leadership model to help teachers solve the problems they encounter in the implementation of Curriculum 2013 is a model of educational leadership continuum that moves from direct towards indirect instructional leadership.

Based on the research results, the suggestion proposed to teachers is to follow the 2013 curriculum assistance activities to improve their competency. For principals, it is suggested that they implement educational leadership model that moves out of the continuum of direct instructional leadership towards indirect instructional leadership, from directive towards non-directive. For supervisors, it is recommended that they carry out supervision of teaching by integrating various educational supervision approaches (scientific, artistic, and clinical).

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