Leadership of School Administrators in the Digital Era

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ABSTRACT

The digital era of educational institutes has caused a lot of changes, affect the school administration of school administrators. Therefore, in order for the school to survive and efficient. School administrators must be knowledgeable understand the use of technology in order to be able to choose to use it appropriately with the administration of the school. In addition, educational institute administrators must develop the administration and management of various educational institute environments to be up-to-date and suitable for changes in technology. School administrators must lead educational institutions by emphasizing on 3 issues: 1) setting vision, short-term and long-term goals, values, communication, 2) good self-government, and 3) performance reviews. There is a scope covering operations in various areas of educational institutions. School administrators must demonstrate social responsibility as well by giving importance to 3 issues: 1) showing social responsibility in preventing negative impacts caused by operations, 2) ethical operations, and 3) providing community support. In addition, the school administration should adhere to and follow the moral principles for the administration of educational institutes, namely: 1) The principles for self-dominance are the four sublime states of mind, 2) the doctrines for occupying people are four Saṅgahavatthu, and 3) the doctrines for the occupation are the four Iddhipāda.

Keywords
Organizational Leadership, School Administrator, Digital Age

I. INTRODUCTION

Nowadays, all organizations, all levels, are faced with various conditions of change that cannot be stopped [1], especially the technological advancement that causes social changes from the past to the present at a very rapid pace, therefore, it must be adapted and changed, keep up with current world events all the time and changes in technology today has a very fast rate of change compared to changes in the past which makes digital and technology play an important role in life and this digital age has greatly changed the way of life of human beings. This condition can lead to many opportunities. But on the contrary, there are many unpredictable changes as well especially the problem of adapting and keeping up. In terms of school administration, it affects school administrators in school administration, namely teachers, learners, learning, technology, and educational innovations. The management of educational institutions in this digital age, school administrators need to be knowledgeable, understand the use of information technology in communication computer technology in order to be able to choose to use it appropriately with the management of the school to create value and sufficient for use. In addition, educational institution administrators must develop their administrative and environmental management capabilities to be up-to-date and suitable for changes in technology, which will result in a good image of the educational institution. Communities also trust educational institutions to manage community education effectively. Therefore, as school administrators, it is necessary to change attitudes and management concepts and leading their own organization to keep pace with the technological changes that occur. This is to make educational institutions modern and capable of managing educational institutions with quality in all aspects. Both the public and private sectors have given importance to this matter. To the point that it was set as the first category of award criteria for modern organizational management, namely Public Sector Management Quality Development; (PMQA: Public Sector Management Quality Award) of the public sector [2] and (NQA: the National Quality Award) and (TQA: Thailand Quality Award) of the private sector. [3]

From the information mentioned above, it can be concluded that in the digital age, the current work style has changed, affecting the administration and operation of educational institutions, so educational institutions will survive, quality or not depends on the organizational leadership of the school administrators themselves. This article would like to present the leadership of educational institutions in the digital age by adapting to the Public Sector Management Quality Award (PMQA) of Section 1, Organizational Leadership, which focuses on organizational leadership, consisting of: 1) School administrator roles, 2) Good self-government, and 3) Performance reviews, tasks and responsibilities.

To society, which consists of 1) showing social responsibility, 2) conducting business with ethics, and 3) providing important community support to create a good image of the organization to the community.

II. LEADING THE ORGANIZATION

Organizational leadership is where organizational management guides and sets the vision, short-term and long-term goals, values and performance expectations of the organization. It pays attention to how the organization's management communicates with personnel and creating an atmosphere that fosters ethical behaviour and good performance including a good self-regulatory system, social

responsibility including community support by leading the organization is the focus to improve the organization on leading the organization and social responsibility.

III. LEADING THE ORGANIZATION FOCUSES ON 3 ISSUES

1) The organization's executive role in setting the vision; short-term and long-term goals, values, communication, creating value and creating a balance of values between all groups of stakeholders including creating an organization's focus on various actions to create and maintain the organization with sustainable good performance. It requires a future-oriented focus and executive commitment, both in terms of improvement and innovation including creating an atmosphere for decentralization of decision-making power, flexibility and learning of personnel.

2) Good self-regulation is about managing to achieve control and auditing of the operations of the organization as well as various areas of responsibility of the organization's top management in which ensuring effective self-government is essential to trust, of stakeholders and society as a whole as well as affecting the effectiveness of the organization's operations.

3) Performance review covers all aspects of an organization's operations, not just a review of how the organization is doing today. It also considers how well an organization will perform in the future. The results of an organizational performance review guide improvements and innovations that align with the organization's core goals. Therefore, an important aspect of an organization's management review is to translate the results of the review into actionable areas that can be implemented throughout the organization as well as stakeholders.

IV. AS FOR SOCIAL RESPONSIBILITY EMPHASIS IS PLACED ON 3 ISSUES

As for social responsibility emphasis is placed on 3 issues:

1) Showing social responsibility to remedy and prevent negative impacts arising from the operations and services of the organization.

2) Ethical conduct to demonstrate responsibility to service recipients and stakeholders' transparency in operations including ethical treatment towards stakeholders.

3) Providing important community support to create a good image of the organization to the community. [4]

School administration

Educational institution administration means the process of educational administration of an educational institution or school where executives carry out activities or use processes with the cooperation of executives and those involved in the study [5] starting from planning, diagnosis, directing, controlling and managing various [6] so that learners have knowledge, ability, quality and characteristics desirable according to the intent of the study for living together peacefully in society.

V. SCOPE OF SCHOOL ADMINISTRATION

The scope of educational institution administration is a guideline for educational management in educational institutions, including the development of educational institution curriculum, development of learning processes for measuring, evaluating and comparing learning outcomes development research educational quality, media development, innovation and technology for education, development of learning resources education supervision, study guidance development of a quality assurance system within educational institutions promoting academic knowledge to the community, cooperation in academic development with other educational institutes, promotion and support of academic works for individuals, families, organizations, agencies and educational management, both formal education non-formal education and must emphasize the importance of knowledge, virtue, learning process and integration as appropriate for each educational level. [7]

School Administration Process

Educational institution management process means that the administrators of educational institutions or schools applying management principles and processes [8] starting from planning organization in educational institutions, personnel management, directing, coordination, decision making, performance reporting finance and budget as well as other work related to educational institutions which has a definite system and goals concrete for effective operation and achieved maximum results in accordance with the intent of the study set out. [9]

Definition of School Administrators

School administrators are those who are responsible for planning operations, determine the method of conducting academic, administrative activities, control teaching and learning, organize according to the regulations [10] by applying new educational techniques and disseminating them to improve teaching and learning, develop schools and communities, including yourself.

Characteristics of School Administrators

The characteristics of the executives can be seen that executives must be intelligent people. It consists of being knowledgeable, capable and intelligent, dare to think, dare to do and dare to make a decision, have initiative morality in helping others as well as being a leader as well as having the ability to plan, and organizing work listen to other people's opinions and know how to use their authority appropriately. [11]

The characteristics of the executives that will result in the success of professional education management from research results that can be classified into 10 factors [12] which are:

1. Be ready in terms of information (command of basic facts) must know the movements that occur both inside and outside the organization with data and information to help implement and manage work for maximum efficiency.

2. Having professional knowledge is knowledge that including technical knowledge such as information technology related laws have management knowledge such as principles of planning management theory organization teaching course evaluation of these evaluations, etc.

3. Continuing sensitivity of events: Ability to adapt and respond promptly and continuously to surrounding situations, and perform their roles appropriately, quickly, and understand the feelings of those around them.

4. Have social skills (social skills and abilities) by developing skills in areas such as communication, decentralization, negotiation assignment, association,

building good relationships both inside and outside the organization.

5. Analytical problem-solving, decision-making skills based on logic, reasoning and judgment helps to maintain balance in every aspect of the organization.

6. Emotional resilience executives must have a strong mind, stable in emotions, not easily shaken must know how to control emotions always mindful and expressive appropriately.

7. Have a risky behaviour (proactively-inclination to respond purpose fully to events); Professional education administrators must see work through, know the working system well know the duties, responsibilities, both themselves and members in the organization and consistently responsible, take into account long-term benefits and overall goals.

8. Creativity, initiate new projects and complete them, is accepted by the public make the most of, is a way of being accepted as a good idea being thorough and flexible as appropriate.

9. Being sensitive to other people (Mental agility) is related to the level of intelligence, can find a variety of alternatives to solve the problem, know how to take care of him to pay attention to us honour and interested in other people's feelings.

10. Have a curiosity and practice learning (Balanced learning habits and skills) must know what to know, and must really know, must think, can think and be able to integrate knowledge, can be applied to create theories or rules from operations, able to develop academic work and methods from theory.

Roles and responsibilities of school administrators

Administrators or educational leaders should have various roles in administering effectiveness [16], which are:

1. The role of direction; setter is responsible for clarifying and understanding the objectives of the unit having knowledge and skills in project budget allocation.

2. Role as a leader catalyst (Leader catalyst) has the ability to motivate and influencing the behaviour of human beings in group processes.

3. The role of planners (Planning) can predict future events, prepare personnel to be ready to deal with new things that happen to have knowledge and understanding of planning.

4. Role as a decision maker is knowledgeable in decision-making techniques.

5. The role of an organizer can design, expand work, re-establish organizational structure, understand organizational dynamics and organizational behaviour.

6. The role of a change manager is a leader in the change to the institution. How to change what situation should change when?

7. Coordinator role; understands human interaction patterns, understands communication networks. Know how to supervise work, report, coordinate various activities effectively.

8. Role as a communicator; able to communicate both spoken and written. The use of media for communication can promote public relations.

9. The role of conflict manager; conflict is inevitable, must understand the cause, be able to negotiate, able to resolve conflicts.

10. The role of problem manager is a leader who can understand problems, diagnose and solve problems.

11. The role of a system manager can analyse the system, and related processes to understand and apply management theory.

12. The role of teaching and learning administrators; the instructional manager must have an understanding of the learning system, understand how to create curriculum development using educational technology.

13. The role of a personal manager; having techniques for leadership, negotiation, evaluation and performance.

14. The role of a resource manager; having the ability to manage budgets, management of materials, hardware, construction, maintenance, find external support resources.

15. The role of an appraiser; can assess needs, system evaluation, statistical methods, scientific processes.

16. The role of a public relation has communication skills, how to create a good image, know and understand news dissemination through various media and methods.

17. The role of the ceremonial head has the ability to perform various ceremonies in society.

VI. ROLES AND RESPONSIBILITIES OF SCHOOL ADMINISTRATORS

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VII. DIFINITION OF DIGITAL TECHNOLOGY

Digital Technology [13] means Digital Technology Platform that is an important foundation for online activities such as social media, online games and applications, multimedia, productivity applications, cloud computing and mobile devices, with information and communication technology (ICT) is the backbone that will support various online activities, both business and social. The meaning of the digital age.

The Digital Era is the era of electronics related to fast-paced technology in communicating the transmission of various knowledge that exists in society, whether news. The images or videos can be quickly accessed by anyone anywhere and anytime.

VIII. DIGITAL AGE FEATURES (CHARACTERISTICS OF DIGITAL ERA)

The development from the industrial age to today's digital age can be clearly seen, especially nowadays, it can be considered as the age of information, and internet. It is the advancement of technology that allows access to knowledge sources without time constraints or even a place. There are 3 key characteristics of the digital era:

1. The speed of communication whether it is stored or access to information sources, knowledge of users.

2. The use of communication technologies without boundaries or time or place constraints makes it possible to access, perceive and learn anywhere and at any time.

3. The integration of technology to connect various networks so that everyone can store, access, use and develop knowledge disseminate and share knowledge thoroughly.

The key features of the above digital age therefore have a great effect on the school management of the administrators, especially in terms of the information system for administration and knowledge management of the school, education which is necessary and important to the efficiency and effectiveness of school administration. The correct attitude towards technology and the ability to use current technology of educational institution administrators will result in appropriate investment and use of various technologies of educational institutions, cost-effective and maximize the benefits to the administration and school work.

IX. THE MEANING OF THE DIGITAL AGE

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X. DIGITAL TECHNOLOGY AND SCHOOL MANAGEMENT

Digital technology affects the administration of educational institutions in various aspects, whether it is academic administration, teaching management. Human resource management building and environment management administration of student affairs and building relationships with the community. The work of educational institutions in all aspects must have a database management system of educational institutions for decision-making in the administration of educational institution administrators. Therefore, it is very necessary to use information technology and communication (ICT) to be used to create a database system for management and knowledge management in various fields. As mentioned above, the school, current technologies that educational institutions must know how to use for the benefit of educational institute management, including:

1. Cloud computing is like having a server service on the internet, which educational institutions do not need to install their own server system in the educational institution. This saves the educational institution's budget in using computer technology related to data storage, software and hardware investment, including investment in administrator personnel. Because the Cloud service provider will be responsible for themselves, Private Cloud services such as Amazon Web Services (AWS), Microsoft Azure, IBM/Soft Layer and Google Compute Engine. The cost of using cloud

services depends on the applications or software that will use the required storage capacity and connectivity.

2. Mobility Devices include portable devices that can be used in all places, Smart Phones, Tablet PCs, and other computer devices has independent accessibility for mobile use. Because these devices have applications that help users whether they are teachers. Teachers, school personnel or even students have access to various knowledge sources both inside and outside the school, Mobile phone users in 1990 accounted for only 0.2% of the population, but by 2015 this has increased to 50% of the population while previously only using phone calls "Single purpose," but now it is "Multipurpose."

3. Social Network in an age where social media influences attitudes behaviours and beliefs of people in society are very high, be it Line, Facebook, Twitter, WeChat or Instagram. School administrators must be able to choose to use those social media correctly and appropriately with the nature of their administrative work, educational institutions, for example, use the line group for quick communication across specific groups in communicating information, knowledge of informal work but should not be used to order work or formal administration, etc. Nowadays, social media can be used as a tool to support the administration or destroy the administrative atmosphere of the school as well.

4. Internet of Things (IoT); At present and in the near future, by the year 2020, the use of various devices in daily life will mainly use the connection via the internet, whether it is the equipment of office equipment in Smart Phones, Tablet PCs, or even personal watches. This IoT can be used to create innovations for teaching and learning, structuring and administrative systems into a Smart Office, or even bringing the concept of work at home using in the future.[14]

XI. PRINCIPLES FOR SCHOOL ADMINISTRATION

Dhamma or principles that educational institution administrators should adhere to as practice principles by using the Buddhist principles of dominion, dominance of people, dominance of work [15] are as follows:

1. Principles for self-dominance, namely the four Brahmavihāra principles, are principles that make one who practices them to be noble. This results in everyone in society being able to live happily together by believing that a person or human being can be noble only if there is a virtue consisting of:

1.1) Mettā; mercy, having a desire for others to be happy have good wishes for others including having compassion for animals as well.

1.2) Karuṇā; Please, have a desire to help others out of suffering. Show compassion and sympathy when others suffer.

1.3) Muditā: having joy or seeing others well success as desired no jealousy; sincerely rejoice at the achievements of others.

1.4) Upekkhā; having the mind to be indifferent or trust neutral when encountering other people or yourself experiencing suffering.

2. The principles for dominating people, namely the Saṅgahavatthu 4; the principles that have practices to hold the minds of other people who do not yet have love and respect for each other to create love, respect and goodwill with each other, creating intimacy. and have a stronger relationship, consisting of

1) Dāna: the willingness to give one's belongings to others for the benefit of the recipient. Giving is a great bond and reconciliation between each other as well as forming a sustainable friendship.

2) Piyavācā or Peyyāvajja: talking with sweet, sweet words, speaking to induce love and respect to others, say good words to bind people to be friendly and good-natured, or showing sympathy encourage each other speak for mutual understanding reconciliation. As a result, people love, respect and support each other.

3) Atthacariyā: conduct that is mutually beneficial and for the common good. It is to help with physical strength and diligence to help with various affairs to accomplish seriously a sense of conscience or help in guiding to create knowledge and livelihoods appropriate to the individual.

4) Samānattatā; the constant positioning of oneself, do not take yourself beyond one's position, placing oneself appropriate to one's position according to the status of being less, equal and senior with attentiveness and compliance as a minority be generous to those who are equal and pay homage to the elders.

3. Principles for occupying work, i.e., Iddhipāda IV, are principles that lead to the success of business affairs, consisting of:

1) Chanda; Desire: contentment, love, and the pursuit of knowledge aiming for creativity and pay attention to work seriously.

2) Viriya is perseverance, effort, patience and not giving up in the business operation and working with the utmost determination.

3) Citta is attentiveness, concentration, and determination in performing that task.

4) Vīmaṃsā is the diligence of consciousness and wisdom in carefully considering the performance of the work and thorough perform duties in order to achieve the most important results and suit the context of work and society.

CONCLUSION

One of the important factors of school administration in the digital age to make the school successful effective have a good image for the community, such as school administrators which educational institute administrators must have the necessary qualifications is to have knowledge understand the use of information technology in communication computer technology in order to be able to choose to use it appropriately with the administration of the school to achieve value and sufficient for use. In addition, school administrators must develop their administrative potential and management of the educational environment to be up-to-date, suitable for various technological changes that occur and are important factors that are the starting point for sustainable success of educational institutions in the digital age is the school administrator that must have a role in leading the organization which is a very important role affecting operations in educational institutions in the digital age including to the sustainable success of the organization. This is a management method used by school administrators to guide and create sustainability for educational institutions including setting

visions, values and expectations for the performance of educational institutions.

It will focus on the methods used by school administrators, namely 1) school administrators must set a vision, short-term and long-term goals, indicators, values, communication, creating value and creating a balance of values between all groups of stakeholders as well as enabling the organization's focus on the various actions to build and maintain the organization which has a good performance that is sustainable. It requires a future-oriented focus and commitment by school administrators to improve innovations, especially the use of information technology in communications, computer technology keep up with the present and support for risks that may occur in the future Including creating a good atmosphere to work, decentralization of thinking and decision making to achieve flexibility. The learning of personnel and carry-on transferring vision and values into practice through the organizational leadership system to personnel, students, parents, service users and all relevant stakeholders, per improvement innovation and the sustainability of educational institutions is important. This requires creating an environment for greater employee decision-making, agility and organizational learning. In addition, higher education administrators must be committed to developing leaders in their future as well as recognizing and rewarding the dedication of personnel. Higher education administrators develop their own leadership skills, participate in corporate learning. Developing future leaders' succession planning as well as participating in opportunities and activities that continually recognize personnel, will include being a nanny or participation in school leadership development courses as well. The topic of leading schools by executives of higher education institutions includes setting visions, values and missions, communications and organizational performance, short-term and long-term goals, indicators, values, and communication. Subsequently, management must be supervised in order to achieve control and inspection of the operation of educational institutions including responsibilities in various fields according to the vision short-term and long-term goals predetermined values about the use of information technology in communication computer technology keep up with the present. Actions must be made to ensure that governance is effective, which is essential to the trust of stakeholders and society as a whole as well as affecting the effectiveness of the organization's performance and 3) school administrators must review the performance by considering the progress of the performance according to the indicators, it may be 3 months, 6 months, 12 months, with the scope covering the operations in various areas of the educational institution, especially in technology which not only reviews how well the organization is doing today but also considers how the organization will perform in the future. The results of the organization's performance review guide improvements and innovations that are aligned with the main objectives of the school, success factors and indicators. Therefore, it is important in a school administrator review to translate the results of the review into actionable areas that can be implemented across the organization as well as stakeholders in addition to leading the organization to make the school have a good image. Communities trust educational institutions to manage community education. Educational institution administrators must also take into account social responsibility as follows: 1) educational institution administrators must demonstrate their social responsibility in solving and preventing negative impacts arising from the operation and provision of educational institution services, 2) educational institution administrators must manage educational institutions with ethics to demonstrate responsibility to students, parents, service users and stakeholders, operate with transparency including ethical treatment towards students, parents, service users and stakeholders, and 3) school administrators want to support important communities to create a good image of the organization to the community and finally, because the general public had expectations of being an educational institution administrator in being ethical management which, in addition to executives, must be qualified, know the role and fully comply with my duties must also have leadership, vision, reasoning and accuracy, be a thinker, analyst, benevolent, knowledgeable, making the learner a quality person.

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