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EFFECT OF EMOTIONAL INTELLIGENCE AND COMPETITIVE ADVANTAGES OF LEADERSHIP EFFECTIVENESS OF PRINCIPAL ADVANCED LEVEL OF THE WHOLE PROVINCE GORONTALO Oleh: Novianty Djafri aUniversity Of Gorontalo Country, Address Sudirman Street No.6, City Of Gorontalo, Indonesia Country" Corresponding e-mail: djafirinovianty@gmail.com Abstract: The research objective to obtain Influence variables emotional intelligence and the effectiveness of Leadership Head High School (SLTA) Se Gorontalo province, in order to improve the effectiveness of high school principals throughout the province of Gorontalo.

Beside that also as a contribution to thinking for the government in this case the Department of Education and Culture of the Province of Gorontalo. Short-term goal of this study to assess the direct effect of emotional intelligence and leadership effectiveness Competitive Advantage Against the senior high school principal. The research was conducted at the Principal SMA. This study **uses a quantitative approach with survey method** with the model path analysis (path analysis).

This method can be used to test the effect of direct and indirect effect between dependent and independent variables . From the data , facts or information that can then be accumulated condition of each variable studied thus allowing for variables known to influence one another. Data were analyzed through Primary and Secondary Data. The results of this study at present through statistical data and reviews in the form of descriptive narrative.

The findings of this study were (1) **there is a direct effect of** emotional intelligence on the effectiveness of school leadership Senior Secondary whole Gorontalo (2) **there is a**

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direct effect of the competitive advantage of the effectiveness of school leadership High School entire province of Gorontalo, (3) there is a direct influence emotional intelligence and leadership effectiveness Competitive Advantage of the high school Head entire province of Gorontalo.

Keywords : Emotional Intelligence . Competitive Advantage . Leadership effectiveness  
INTRODUCTION The school principal is one of the most educational component plays a role in improving the quality of education. As stated in Government Regulation No.

28 of 1990 article 12 paragraph 1 that: " the principal responsibility for the implementation of educational activities , school administration , coaching other education personnel and the efficient utilization and maintenance of facilities and infrastructure. Thus, in managing the school, the principal has a very big role. The headmaster is a driving force in driving the success of the policy towards school and education in general. Education Minister Regulation No.

13 of 2007 on Standards for School. This Ministerial Regulation requires to become principals professionals must be competent in planning the development of systemic school; competent in coordinating all components of an integrated system that can establish the school as an effective learning organization; mobilize all personnel are competent in school so that they are sincerely working hard for the attainment of institutional school , competent in professional capacity building of teachers so that they are more skilled in managing the learning process; and competent in monitoring and evaluation so that neither component of the school system is not functioning optimally, because once there is one course among all components of the school system is not functioning optimally would be disruptive to the function of the other components.

Effectiveness of principals should carry out management functions as a whole and integrated in the management of the components in the school. This condition can be seen in the advanced school education institutions (schools that otherwise excel in education). A leader who can enable emotional intelligence in leadership education is a " capital " that must be owned by a leader not only the intellect alone, but must be supported by emotional intelligence (emotional intelligence) personal independence

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and integrity as an advantage that is needed to overcome the challenges .

Often the failure experienced by a leader because a leader is emotionally unwilling or unable to understand themselves and others . So that a school principal must have feelings, mental integrity and intellectual ability. Competitive advantage in the institution / organization by the headmaster is a high attachment to the organization , an individual who gives attachment to the organization would be loyal and actively participate in its organization.

One of them is working well and trying to actively promote the organization of the school / madrasah so that organizational goals can be achieved. The quality of schools and madrasah education institutions in Indonesia, especially in terms of leadership effectiveness gorontalo generally remain inadequate. Even be called very far behind when compared with each other.

Problems curriculum, management ability principals , funding , facilities and infrastructure, as well as the quality of human resources is still not meet the standards . Yet in terms of quantity madrassas and schools are very adequate. So in terms of the concept , institutional and carrying capacity is still weak ? For that school and madrassa need to improve the effectiveness of the quality of leadership, emotional intelligence of the social aspect as well as schools and madrasah for Competitive Advantage to actively participate in the organization to be able to positively compete with other schools.

Based on the description above, it is clear that important research studies on the influence of emotional intelligence and competitive advantage of the effectiveness of school leadership senior se Gorontalo province. **The purpose of this study was to identify the** effect of the variables involved in the research. The research variables are: the dependent variable (dependent variable) and the independent variable (independent variable).

These variables are the Emotional Intelligence ( X1 ) and Competitive Advantage (X2) on Leadership Effectiveness (Y) as the independent variable , while the dependent variable is the Leadership Effectiveness ( Y ) A. Emotional Intelligence Intelligence is the ability formed by education, experience, motivation to be able to think rationally utilizing

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existing data when faced with the problem and challenges.

While Goleman states that emotion refers to a feeling and thought his trademark, a state and a series of biological and psychological tendency to act. Emotion is an experience that can be felt physically. Emotion is a signaling system that serves as an alarm in the form of the required information and directs every aspect of the way out , the action or change at any given moment. Basically the emotions felt in the body because we all heard the messages that appear to come directly from the heart.

Emotional awareness requires an adjustment between emotional cords, played by the whole body, so the feeling can divert and recover quickly recall and visualization as well as physical stimulation feeling the functions of the body : move that's called emotional intelligence. Motion intelligence ( EQ ??) by Ginajar: to enable the heart to the values ??most in and turn on something we think to be something in which we live .

Gina says that "the heart knows things that are not or can't be known to the mind. The liver is the source of courage and spirit, integrity and commitment, the liver is the source of energy and a feeling of depth which requires us to learn, to create cooperation , lead and serve". B.

Competitive Advantage According to Fahey, there are three runway used for competitive advantage in an organization, namely: (1) Competitive advantage is relative, meaning that the competitive advantage not only have the attributes : product quality, service and competitive prices, but any or all of these attributes, perceived more superior to those offered by competitors. (2) Competitive advantage must have a lot of bases.

It is intended to be a competitive advantage consists of several dimensions, such as: price, delivery time, quality, technology, aesthetics, and others, in order to anticipate the increasingly fierce global competition. (3) Basis relevant competitive advantage can be and often change with the passage of time . These changes can be caused by changes in priorities and customer behavior as well as the dynamics of competition.

According Rangkuti, that at present the company is superior to competing company

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that owns and driven by the superior, who has the knowledge, competence, creative, innovative, and strong commitment to advancing the company where they work. C. Effectiveness of Leadership Engineering skills related to a person's knowledge and ability to perform work that is technical ; Human skills is a person's ability to work effectively with people and build teamwork and leadership are part of a behavioral perspective; Conceptual skill is the ability to think in terms of models, frameworks, and more extensive relationships. Effectiveness is the ability to determine the appropriate destination or do the right thing.

A manager who chose the right targets , it can be said that managers run effective leadership. Gibson, Ivancevich, and Donnelly, explained that in achieving organizational effectiveness, beginning with the effectiveness of individuals, groups and subsequent effectiveness achieved organizational effectiveness.

The effectiveness of leadership is not determined by a person or a few people , but the results shared between a leader with the people they lead. Leaders will not be effective if there is no participation of subordinate. Theoretical framework 1. Effect of Emotional Intelligence Leadership Effectiveness Against In an institution, the individual will be faced with various problems related to work, it requires that the individual be able to face and answer any problems that exist.

Success in facing any problems in work is influenced by several factors including: their emotional stability, self-awareness and build relationships between fellow coworkers. When a leader dealing with the problem, the ability to address the problem and the effectiveness of good work, is largely determined by their emotional intelligence.

Emotional intelligence or the ability to regulate and control himself and understand others will be able to increase cooperation partnership, relationship, and communication with other people involved in an institution. Thus emotional intelligence which is owned by the leader can function improve cooperation between all the components of the institution in achieving its objectives.

Then indeed very encouraging emotional artificer leadership effectiveness and agency members. Another factor influencing the effectiveness and effect relationships

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emotional intelligence, then that should be considered are; maintain relations gesture of reciprocity, provide guidance fair, applying the rules of acceptable psychological conditions, to understand the wishes and feelings of the leaders and members of institutions, avoid contention, keeping the familiarity, emotional/positive feelings, respect privacy, the individual needs to join, maintain harmony , brought the words under conscious control, to understand what his secret to others, willing to help subordinates/superiors, being open and their familiarity.

Thus, it can be presumed that emotional intelligence has a direct positive effect on performance. 2. Effect of Leadership Effectiveness Against Competitive Advantage Every individual has the attitude of a competitive advantage, but this can be optimally done when based on an effective and results -oriented work.

The seriousness of an individual on his loyalty is an effective form of active responsibility as an individual will need satisfaction in the work. The attitude of competitive advantage can foster positive awareness for self-actualization of individuals so that the response is based directly affect their effectiveness increase in innovative power and creativity both in development potential.

An individual if it has a competitive advantage work, then it is based on the effectiveness of such creativity goal done through a commitment to awareness as to optimize the feeling of the reconstruction work, which is manifested in the form of a positive effect on the acceptance of the values ??and goals of the organization, readiness and willingness to strive earnestly on behalf of the institution/organization and competitive desire to promote and maintain the credibility of its members and in the competition institution/organization. Thus it can be assumed that the competitive advantage of a direct positive impact on the effectiveness. 3.

Effect of Emotional intelligence Against Competitive Advantage A leader must have a cause of emotional intelligence Emotional Intelligence aims to hone the intelligence of people who want to succeed in a career. A leader who has the emotional intelligence is able to communicate and manage emotions well, resulting in the transformation of individual development will be in harmony.

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A leader must be able to provide a deep influence and remarkable about subordinates, so that emotionally intelligent leadership that is able to increase the attachment in the form of the head of his school commitments. Competitive advantage is the tendency of a person to engage themselves into what is done in the belief that the activities carried out important and meaningful.

Competitive advantage is the orientation strategies that lead to techniques when individuals have the opportunity and the chance to decide what he will do. Competitive advantage is done as an activity or strategic thinking to manage the mindset to recognize others in the process of interaction between the emotional intelligence management leadership with subordinates who are not only limited interaction, but more than that, namely; smart a leader has a competitive advantage, it must be able to build a relationship of trust and respect of subordinates by showing the attitude/behavior is ethical and moral high standards, so this will give you the strength and influence of the leader in influencing subordinates become a person who is seeded in all activities, Thus it can be suspected that emotional intelligence is a direct positive impact on competitive advantage headmaster / school.

Framework in accordance with the above it can expect a positive influence on Emotional Intelligence and Competitive Advantage of the Effectiveness of Leadership Principal. Conceptual Framework X1 Y X2 Model causal relationships between variables Information: X1 = Emotional Intelligence X2 = Competitive Advantage Y = Leadership Effectiveness Hypotheses 1. There is the influence of emotional intelligence on Leadership Effectiveness 2.

There is the influence of Competitive Advantage of the Effectiveness of Leadership 3. There is the influence of emotional intelligence Principals Against Competitive Advantage METHOD The method used in this study is a survey causal pathway analysis model (Path Analysis) **in this study there are three variables**, namely: Knowledge Management (X1), Emotional Intelligence (X2), and Leadership Effectiveness (Y).

Population and Sample . The population is the entire head of upper secondary education in the province of Gorontalo to the determination of the sample taken at random as much as 60 principals Data Collection Techniques Data were collected using

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an instrument in the form of structured questionnaires.

Possible answers to this instrument uses a graduated scale with a range of 1 s / d 5. The instrument is made by first preparing the lattice derived from the theoretical framework and the research variables . Before the instrument used first tested on 30 respondents who are not members of the study sample, which aim to determine **the validity and reliability of the** instrument.

Data analysis technique The analysis of the study variables measurement data obtained through this research is descriptive and inferential analysis that can be described as follows: 1. Descriptive Analysis Descriptive analysis in research activities are intended to illustrate the characteristics of the spread of scores such as average price , standard deviation , or standard deviation , frequency distribution manufacture , median , and description in the form of frequency tables. 2.

Analysis Inferential The use inferential statistical analysis was used to test the hypothesis by using path analysis (path analysis). Terms of path analysis is the relationship between the variables in our model should be linear. It required test conditions that include the linearity test and the regression equation estimates errors normality test.

Statistical hypotheses Based on the hypothesis that has been stated previously that, for the sake of analysis used statistical hypothesis , as follows : 1. Statistical Hypotheses 1  $H_0 : \beta_2 = 0$   $H_1 : \beta_2 \neq 0$  2. Statistical Hypotheses 2  $H_0 : \beta_4 = 0$   $H_1 : \beta_4 \neq 0$  3. Statistical Hypotheses 3  $H_0 : \beta_{42} = 0$   $H_1 : \beta_{42} \neq 0$  RESULTS AND DISCUSSION A.

Description of Data Research The data collected in this study and has been tested on 33 respondents and for research on a sample of 60 respondents . Description of research data in the field are presented as follows Table 1 Descriptive statistics of research data VARIABEL Stat. Deskriptif \_Kecerdasan Emosi \_Keunggulan Bersaing \_Efektivitas \_ \_Mean \_110.30 \_111.87 \_118.50 \_ \_Median \_111.00 \_112.50 \_120.50 \_ \_Mode \_107 \_100 \_113 \_ \_Std.

Deviation \_13.958 \_13.693 \_13.807 \_ \_Range \_61 \_58 \_60 \_ \_Minimum \_76 \_78 \_84 \_ \_Maximum \_137 \_136 \_144 \_ \_B. Testing Requirements Analysis The requirements to be

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met in that the data has a normal distribution and the relationship between variables is linear and additive. So do the testing requirements analysis include: Test Linearity Regression and Normality Test Error Estimates 1.

Linearity Regression Testing Linearity test was intended to see whether the relationship Y with  $X_i$  addressed by simple regression equation  $y = a + bX_i$ ,  $i = 1, 2, 3, 4$ , linear or non-linear. Testing criteria for significant regression equation is if  $F_{hitung} > F_{tabel}$  at significance level  $\alpha = 0.05$ , significant regression equation. Criteria testing if the linear regression model of  $F < F_{(1-\alpha)}(k-2, n-k)$  with a significance level  $(1-\alpha) = 0.05$ ,  $df = k-2$  numerator and denominator  $df = nk$ , then declared that the linear regression equation. Table 2. Summary of testing linearity regression equation Pers.

Regresi  $F_{hitung}$   $F_{tabel}$  Keterangan  $Y = 11,99 + 0,97 X_1$   $F(0.05) (38.20) = 1,99$   
 Linier  $Y = 10,05 + 0,97 X_2$   $F(0.05) (35.23) = 1,91$  Linier  $X = 22,69 + 3,85$   $F(0.05) (38.26) = 1,85$  Linier  $X^2$ . Normality Test Error Estimates Testing normality of the data research aimed to test whether the research data were normally distributed or not.

The statistical test used in this study is to test the Liliefors. By using Liliefors test, then the data is otherwise normal if  $L_{hitung} < L_{tabel}$ , and the data is otherwise not normal if  $L_{hitung} > L_{tabel}$  Table 3. Summary of normality test error estimates Pers. Regresi  $F_{hitung}$   $F_{tabel}$  Keterangan  $Y = 11,99 + 0,97 X_1$   $F(0.05) (38.20) = 1,99$   
 Linier  $Y = 10,05 + 0,97 X_2$   $F(0.05) (35.23) = 1,91$  Linier  $X = 22,69 + 3,85$   $F(0.05) (38.26) = 1,85$  Linier  $X^2$ . Hypothesis testing Appropriate models to be tested in this study, there are four (4) types of independent variables ( $X_1, X_2, X_3$  and  $X_4$ ) and the dependent variable ( $Y$ ). The model was used to see the direct influence of  $X_1, X_2, X_3$  and  $X_4$  to  $Y$ .

Based on the structure models, variable  $X_4$  can serve as an intervening variable for  $X_2$ , and  $X_3$  can serve as an intervening variable to  $X_2$  on  $Y$ . Processing data using SPSS 17.0 software, test criteria: reject  $H_0$  if  $t_{hitung} > t_{tabel}$  with significance level  $\alpha = 0.05$ ,  $df = n - 3$ . For other prices,  $H_0$  accepted.

The result of the calculation and the coefficients of significance testing track for hypothesis testing are described as follows. 1. The direct effect positive emotional

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intelligence on leadership effectiveness . The second hypothesis reads, "There is a direct positive influence on the effectiveness of emotional intelligence leadership" with statistical hypothesis :  $H_0 : \beta_{y2} = 0$   $H_1 : \beta_{y2} > 0$  Based on the second structure equation path coefficient of emotional intelligence (  $X_2$  ) on the effectiveness of the leadership (  $Y$  ) that is  $\beta_{y2} = 0.316$  ,  $t = 2.661 > \text{table} = 1.67$  which means that  $H_0$  refused and accept  $H_1$  or the path coefficient between emotional intelligence and leadership effectiveness significantly .

This means there is a direct positive effect of emotional intelligence on leadership effectiveness. 2. Effect of positive direct competitive advantage on leadership effectiveness The fourth hypothesis says, "There is a direct positive influence on the effectiveness of leadership a competitive advantage " with statistical hypothesis :  $H_0 : \beta_{y4} = 0$   $H_1 : \beta_{y4} > 0$  Based on the second structure equation path coefficient of competitive advantage (  $X_4$  ) on leadership effectiveness (  $Y$  ) that is  $\beta_{y4} = 0.200$  ,  $t = 2.249 > \text{table} = 1.67$  which means that  $H_0$  refused and accept  $H_1$  or the path coefficient between competitive advantage and significant leadership effectiveness .

This means there is a direct positive influence on the competitive advantage of the effectiveness of leadership. 3. The direct effect positive emotional intelligence on competitive advantage The sixth hypothesis reads, "There is a direct positive effect of emotional intelligence on competitive advantage " with statistical hypothesis :  $H_0 : \beta_{42} = 0$   $H_1 : \beta_{42} > 0$  Based on the equation ( 1 ) obtained by the path coefficients emotional intelligence (  $X_2$  ) on competitive advantage (  $X_4$  ) ie  $\beta_{42} = 0.963$  ( this value is equal to the value of the correlation  $X_2$  and  $X_4$  or  $R_{42}$  ) ,  $t = 27.350 > \text{table} = 1.67$  which means that  $H_0$  refused and accept  $H_1$  or the path coefficient between emotional intelligence and a significant competitive advantage , this means that there is a direct positive effect of emotional intelligence on competitive advantage Summary of test results above hypothesis can be seen in the following table.

Table 4. Summary of Results of calculation and testing path coefficients Koefisien Jalur  
 \_thitung \_t tabel \_Keberartian \_Kesimpulan \_\_Py1 \_0,316 \_2,661 \_1,67 \_Signifikan  
 \_Berpengaruh Langsung Positif \_\_Py2 \_0,200 \_2,249 \_1,67 \_Signifikan \_Berpengaruh  
 Langsung Positif \_\_P21 \_0,963 \_27,350 \_1,67 \_Signifikan \_Berpengaruh Langsung Positif  
 \_\_ Furthermore, the above calculation is described with the following path diagram Py1

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= (0,316) X1 Y P21 (0.963) Py1 = (0,200) X2 Figure 2.

Model causal relationships between variables research Results of testing the hypothesis above does not cause changes hypothetical model of previous studies. Discussion Based on the analysis of data that has been described previously, the findings of this study can be explained that there is a direct positive influence on the effectiveness of emotional intelligence school leadership.

This is evidenced by the path coefficients emotional intelligence (X1) to leadership effectiveness (Y) that is  $py_2 = 0,316$ , have  $t = 2.661 > table = 1.67$  which means that  $H_0$  refused and accept  $H_1$  or the path coefficient between emotional intelligence and leadership effectiveness significantly. The results of testing this hypothesis suggests that increasing emotional intelligence principals will improve the effectiveness of school leadership.

According to Paul Hersey and Kenneth Blanchard, effectiveness of school leadership can enhance task behavior and relationship behavior, behavior that task; levels of leadership efforts to organize and define the role of members of the group; describing the activities of each member as well as when, where, and how to solve it; sought with efforts to establish a pattern of organization, communication channels and how completion of the work in detail and clearly.

Behavior relationships; levels of personal efforts of leaders to build relationships among themselves and with their group members (followers) with a wide open channel of communication, providing socio-emotional support. "Bolt psychologically". And easiness passion for each employee and his group in completing the task, so as to achieve organizational goals well.

The organization's goals will be achieved when according to individual goals and objectives of the group within the organization. Thus emotional intelligence principals have a direct positive influence on competitive advantage and have a direct positive influence there leadership effectiveness. This indicate where the better the emotional intelligence which is owned by the principal will increase their competitive advantage and increasing the effectiveness of leadership The central point that will determine the

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success of the organization's goals are superior human resources support.

According to Porter (1994;42), that the human resource management affect the competitive advantage of an organization, through its role in determining the skills, motivation and training . Human resource management practices can contribute, for competitive advantage insofar as it reinforces the role that can contribute to the organization.

Head of school / madrasah as a leader must have a concept of leadership . In this case as an agent of change, which can influence the attitudes of others. According to Newell (1978;2210, Leadership covers a person's ability to say something to someone else and interconnected. Effective leadership can help a person in the group to formulate its own goals, develop procedures to achieve goals and overcome various problems.

Thus the principal should have empathy, self-awareness, self-management, motivation and able to manage the relationships that will be successful in his duties as a leader in a school Competitive advantage of positive direct effect on the effectiveness of school leadership is based on the hypothesis testing results show that the path coefficient between the variables of competitive advantage with leadership effectiveness significantly , this means that the increase in competitive advantage principal would improve the effectiveness of his leadership .

School principals who have the will to develop themselves, do their best work, improve the quality of work , and to adapt to environmental changes will success manage the school as an organization he led to achieve school goals that have been set. According to Griffin (1990; 6 ) Efforts to achieve the success of a leader in influencing others, must have three basic leadership competencies, namely; ( A) diagnosis, ( b ) adapt, and ( 3 ) communicate. Competence diagnosis is the cognitive ability to understand the current situation now and what to expect in the future .

Competence is the ability to adjust to adapt his behavior to the environment; while communicating competencies associated with the person's ability to deliver his message in order to understand others well and clearly. Effectiveness of school leadership can be improved by controlling the emotional intelligence and increase competitive advantage

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principals. CONCLUSION 1.

There **is a positive direct effect of** emotional intelligence on the effectiveness of school leadership, it indicates that the increased control of emotional intelligence principals will improve the effectiveness of school leadership at his school 2. There is a direct positive influence on the effectiveness of leadership a competitive advantage, it indicates that the increase in the principal competitive advantages will improve the effectiveness of school leadership at his school 3.

There **is a positive direct effect of** emotional intelligence on competitive advantage of teachers, show that increase emotional intelligence controlling the principal will increase the competitive advantage principals IMPLICATIONS 1. If the control enhanced emotional intelligence principals will improve the effectiveness of school leadership, this can be done by: improving the interaction patterns of the principal as leadership and school community as a member of an organization that is based on empathy, self-management and motivation.

Fostering emotional intelligence principals through mental training activities, religious and social activities 2. If the principal's improved competitive advantage it will improve the effectiveness of school leadership, this can be done by: creating a climate of healthy competition among principals through continuous measurement principals, providing a clear career development opportunities for principals through promotion or form of financial rewards and other nonfinancial, conduct coaching job management (job training) for principals to improve the working professional.

SUGGESTION Based on the findings, conclusions and implications of the research, it can be proposed some suggestions to the parties the following: For the head of regional autonomy to the school by the principal to carry out the management of the school in order to improve the effectiveness of school leadership to improve the quality of education.

The head of the education department, which is authorized in the system of recruitment of principals, should not only pay attention to the administrative requirements such as the feasibility of rank and class, but also aspects of his leadership capabilities For the

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principals as leaders need to move forward in front of the teachers and strive to improve their competence by constantly improving knowledge, developing emotional intelligence, independence and competitive advantage.

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