



Management

LEADERSHIP MADRASAH HEAD IN INCREASING THE EFFECTIVENESS OF MANAGEMENT OF MADRASAH TSANAWIYAH NEGERI IN JAMBI PROVINCE

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Abstract

Leadership is one of the factors that plays a role in the organization, the good and bad of the organization depends on the leader factor. For that the leader plays a very important role in an organization. By definition leadership has a variety of differences on various things, but that certainly exists from the definition of leadership is the existence of a process in leadership to influence socially to others, so that other people run a process as desired by the leader. This study uses a qualitative approach with a phenomenological approach. Phenomenology that is looking for the meaning of a phenomenon experienced by several individuals.

The results of the study need guidance to the Madrasah not only in the form of the development of scientific insights, but also need to help close the gaps in the Madrasah in powerlessness in the economic field and increase professionalism in the administration of education. The government, especially the Ministry of Religion, has produced a guidebook that contains the leadership of Madrasah in improving management for teachers and students as well as other madrasa elements. The government is more intensive in developing a network of madrasas to strengthen communication between Madrasah. And the government must be fair in helping madrasas by not only paying attention to Madrasah that have the potential and power in political interests so that there is a development of a balanced power in the management of Madrasah in improving the effectiveness of Madrasah management in Jambi Province. The government is more intensive in improving education and teaching facilities and infrastructure in Madrasah.

Keywords: Leadership; Effectiveness of Management.

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1. Introduction

1.1. Background

Leadership is one of the factors that plays a role in the organization, the good and bad of the organization depends on the leader factor. For that the leader plays a very important role in an organization. By definition leadership has a variety of differences on various things, but certainly there is a definition of leadership is the existence of a process in leadership to influence socially to others, so that other people run a process as desired by the leader (Muhaimin et al, 2009) . Then Leadership is the ability to influence people or groups with the intention to achieve a goal or for other reasons. Furthermore, still in the same book Harsey and Blanchard, Stogdill suggests: leadership is a process of influencing group activities in an effort to compile and achieve a goal (Ainurrafiq Dawam, Ahmad Ta'arifin, 2004). Next Leadership is the ability to influence groups towards achieving goals (Stephen P. Robins, 2006). Whereas according to D.E.Mc.Farland said Leadership is a process where the leader is described as giving orders or influences, guidance or process influencing the work of others in choosing and achieving their intended goals. A madrasa head is required to carry out managerial competencies as follows: 1) arranging Madrasah planning for various levels of planning. 2) developing school / Madrasah organizations as needed, 3) leading madrasas in order to utilize madrasa resources optimally, 4) managing change and development of madrasas towards effective learning organizations. 5) creating a culture and climate for madrasas that are conducive and innovative for students' learning. 6) manage teachers and staff in order to optimally utilize human resources. 7) managing madrasah facilities and infrastructure in the context of optimal utilization. 8) managing the relationship between madrasas and the community in the search for support, ideas, learning resources, and school funding. 9) managing students in the context of new student admissions and capacity building and development learners. 10) managing curriculum development and learning activities in accordance with the direction and objectives of national education. 11) managing madrasah finance in accordance with management principles that are accountable, transparent and efficient. 12) managing the administration of madrasas in supporting the achievement of the goals of the madrasa. 13) manage special madrasa service units in supporting learning activities and activities of students in the madrasa. 14) managing madrasah information systems in supporting program preparation and decision making. 15). Utilizing advances in information technology for improving learning and management of madrasas. 16) conduct monitoring, evaluation, and reporting on the implementation of madrasah program activities with appropriate procedures, and plan follow-up actions (National education minister regulation number 13 of 2007).

Based on the results of the grand tour at the Madrasah Tsanawiyah Negeri in Jambi province in the past some shows early signs of the leadership of the Madrasah head in increasing the effectiveness of management of Madrasah Tsanawiyah Negeri in Jambi Province, such as at the Merangin State Madrasah Tsanawiyah address at Jalan Majapahit Raya Desa Pinang Merah, West Pamenang Subdistrict, Merangin Regency, Jambi Province, with the number of students, 30 teachers, 12 civil servants, 18 honorary teachers, 1 person administration, 1 madrasah guard. Madrasah Tsanawiyah The Pinang Merah country is led by Sulkan S. Ag from 2015 until now. Measuring achievement of targets in improving the quality of teacher professionalism, improving the quality of curriculum implementation, improving service performance of teachers, enhancing cooperative relations with guardians of students, the community and work partners, empowering organizations in the madrasah environment, creating a clean, neat, beautiful, comfortable and

beautiful environment and making madrasas that are outstanding and in demand, creating competent graduates, able to compete, have skills, professions and noble character. Madrasah Tsanawiyah, Talang Bakung State, Jambi City, having its address at Jln. Eka Jaya RT. 18 Ex. Eka Jaya, South Jambi District, Jambi City with 838 students, 45 teachers, 10 administrative staff, 1 librarian, 2 guards and led by Drs. Ahmad Syukri since 2017 until now. Measuring achievement of targets in instilling confidence in Allah SWT, Growing the spirit of nationalism and love for the country, Carrying out effective learning and guidance to optimize the potential of students, Developing a competitive culture for students in an effort to improve achievement, Growing appreciation and practice towards Islamic religion to form good manners, Creating a conducive atmosphere to streamline all activities of the madrasa, Prioritizing cooperation in completing educational and teacher work assignments, Preserving and developing sports, arts and culture, Developing learning by using information and communication technology to print students who has global insight, Creating students to actively participate in the cleanliness and beauty of madrasas and preserving the environment, internalizing the soul of tolerance and social solidarity, Increasing the community's active role in the implementation of education and teaching. Kuala Tungkal Madrasah Tsanawiyah, having its address at Palembang Street, Tungkal IV Urban Village, Tungkal Ilir District, Tanjung Jabung Barat Regency. With the number of students 835 students, the number of teachers is 22 people, administrative staff 11 people, cleanliness of 2 people and led by Drs. M. Rusli M.Pd.I since 2015 until now. Measuring achievement of targets in implementing the Learning Process and guidance effectively, efficiently and programmatically, implementing Learning Processes using input of various learning media so as to give rise to student creativity, improve teacher performance with self-development media so as to enable teacher professionalism, make room / classroom, office and Madrasah become more comfortable and conducive, mobilizing community participation / Madrasah committees so as to provide added value to Madrasah performance, fostering a spirit of achievement, learning and hard work.

2. Theoretical Basis

2.1. Leadership of Madrasah Heads

Leadership is a process in influencing other people to want or not do something they want (Matondang, 2008). Meanwhile, according to Sondang P Siagian, leadership is a person's ability to influence others, in this case his subordinates are such that other people want to do the will of the leader even though personally it might not be pleasing to him (Sondang P. Siagian).

According to Peter G. Northouse in his book *Leadership theory and practice* says that leadership is the process by which individuals influence a group of individuals to achieve a common goal (Peter G Northouse, 2013). Sudarwan Danim quoted the opinion of Tannebaum and Weschler in his book *Management and transformational leadership at school level*, saying that Leadership is the effect of direct communication between individuals in certain situations to achieve one or several specific goals (Sudarwan Danim and Suparno, 2009).

According to Veithzal Rivai in his book *Leadership and Organizational Behavior* said that leadership broadly includes the process of influencing in determining organizational goals, motivating behavior to achieve goals, influencing to improve the group and culture (Veithzal Rivai and Deddy Mulyadi, 2012). Furthermore leadership (leadership) is defined as the ability that must

be possessed by a leader leader) about how to run his leadership (to lead) so that subordinates can move in accordance with the desired in achieving the goals previously set (Minnah El-Widdah et al, 2012).

Understanding the headmaster is the two words are "Head" and "Madrasah". The word head can be interpreted as chairman or leader in an organization or an institution. While the school is an institution where it becomes a place to receive and give lessons (KBBI, 1988). So simply the madrasa head can be defined as a functional teacher who is given the task of leading a school where there is a teaching and learning process, or a place where there is interaction between the teacher who gives lessons and students who receive the lesson.

The head of the madrasa is a leadership position that cannot be filled by people without being based on considerations. anyone who will be appointed as head of the madrasa must be determined through the producer as well as certain requirements such as educational background, experience, age, rank and integrity (Wahjosumidjo, 2010).

Being the head of the madrasa is very big responsibility both responsibility to the boss or to be the protector, mentor, motivator and figure for the teacher who becomes his subordinate. For that a principal must have certain advantages from the person he leads and he must deal with others in a social context. Therefore not everyone is able to become the headmaster, according to Hadari Nawawi: 1). Have good intelligence / intelligence. 2). Creative, full of initiative and have the desire or willingness to progress and develop better. 3). Helping in the sense of giving instructions and being able to punish consequently and wisely.4). Have a high spirit of service / loyalty 5). Trustworthy and patient 6). Physical and spiritual health 7). Dare to take decisions and be responsible (Hadari Nawawi, 2005).

Based on the description of the theory that has been described taken from several experts, it can be hypothesized that the leadership of the headmaster in this study is a person who has the ability to lead an educational institution or madrasa which consists of teachers, staff and students, by motivating, moving, directing, invites and menunutut them to do something to achieve the goals that have been determined together in an organization they lead.

As for the indicators of the leadership of the madrasa head in this study are: Having a high level of confidence, Be firm in setting and deciding all problems, Fair in dividing tasks to subordinates, Participatory in group activities, Skilled and dexterous in making plans and in empowering staff, Diligent and initiative in organizational activities, Sincere in guiding subordinates, Have an active vision that is not just a symbol.

2.2. Efektivitas Pengelolaan Madrasah Tsanawiyah

Effectiveness is a measure that gives an idea of achieving targets (Wahyudi, 2012). As Mulyasa quoted by Wahyudi said that effectiveness is closely related to the comparison between the level of achievement of goals and plans that have been prepared before, or comparison of tangible results with planned results, so effectiveness is the existence of compatibility between people who carry out the task and the objectives achieved. Still in the same book Anwar defines In the field of

education, effectiveness describes the level of conformity between the number of outputs produced and the number targeted.

Management is often used with the word management, Management comes from the Latin language, namely from the origin of the word manus which means hand and agree which means to do. The words are combined into a manager verb which means to handle. Manager is translated into English in the form of work to manager, with management nouns, and managers for people who carry out management activities. Finally, management is translated into Indonesian into management or management. "Management according to Parker (Stoner & Freeman) is the art of doing things through people (the getting done with people)" (Husaini usman, 2006). That is as an art to get everything done through other people. management in a broad sense refers to a series of activities, from the planning of the implementation of activities to arriving at the assessment. Management in a narrow sense, is limited to the core of real activities, regulates or manages the smooth running of its activities, regulates the dexterity of personnel who carry out, regulates supporting facilities, regulates funds, etc., but is still related to ongoing real activities (Suharsimi Arikunto, 2009).

According to George Terry and Leslie W. Rue there are five main functions of management, namely: (1) Planning - determine the goals to be achieved during the future and what must be done in order to achieve those goals. (2) Organizing - grouping and determining various important activities and giving power to carry out these activities. (3) Staffing - determine the needs of human resources, mobilization, screening, training and workforce development. (4) Motivating - directing or channeling human behavior towards goals. (5) Controlling - measuring implementation with objectives, determining the causes of irregularities and taking corrective actions where necessary. Whereas according to Stephen P Robbins there are four management functions, namely: (1) Planning (2) Organizing, (3) Leading, (4) Control (Controlling) (George Terry, Leslie W Rue, 2011).

As for the indicators of the effectiveness of madrasah management are: when viewed from the process includes first the existence of clear academic goals, the existence of discipline and discipline, a high level of expectations, teacher professionalism, high academic learning time, monitoring of homework given to students, the existence of a good curriculum administration both the structure of good career development from the headmaster, teachers and staff, the third viewed from the environment which includes the existence of intensive levels and community appreciation, community support, fourth from the culture of administrative leadership, the five choices of strategy include the variety of strategies used by the teacher in teaching and the responsibility of the sixth students skilled in using technological tools starting from the head of the madrasah, teachers and staff.

3. Research Methodology

In this study, researchers used a qualitative research design with the intention to understand and explore more deeply the phenomena of the headmaster's leadership in increasing the effectiveness of Madrasah Tsanawiyah Negeri in Jambi Province. Qualitative research methods are research methods that are used to examine the condition of natural objects. Where the researcher is a key

instrument, the technique of data collection is triangulated (combined), data analysis is inductive, and the results of qualitative research emphasize the meaning of the generations (Sugiyono, 2008).

The research of the headmaster's leadership in improving the effectiveness of management of Public Madrasah Tsanawiyah in Jambi Province used a qualitative approach. This research is said to be qualitative research because the nature of the data collected is qualitative, not quantitative using measuring tools (descriptive), which emphasizes the process rather than the product, with the natural background of the researchers themselves acting as core instruments, so researchers understand that something behavior or symptom will have many meanings. This research is also called naturalistic research or field research (T. Sianipar, HAR Tilaar, 2007). Furthermore, Jhon W. Creswell in his Educational Research states about qualitative research as follows: conducting educational research covers a wider range of the main steps in the research process (Creswell, Jhon W, 2012).

The research approach applied by the researcher is a qualitative type and uses a case study strategy (case study), as explained by Jhon W. Creswell, that the case study is a research strategy in which the researcher carefully investigates a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and researchers gather complete information using various procedures for collecting data based on the time taken.

4. Discussion of Findings

Madrasah Leadership in Jambi Province The results of the study have not been effective, because the role of the Head of the Jambi Provincial Madrasah Tsanawiyah in improving the effectiveness of madrasah management, particularly the Madrasah Tsanawiyah of Talang Bakung State, Jambi City, Pinang Merah State Madrasa Tsanawiyah and Kuala Tungkal Madrasah Tsanawiyah Tanjung Jabung Barat.

Effectiveness of management of the State Islamic Education madrasa in Jambi Province, particularly the Tsunami Islamic State of Talang Bakung in the City of Jambi, the Pinang Merah State Islamic School of Madrasah Merangin and the Kuala Tungkal Tanjung Jabung Barat State Islamic Primary School based on process, structure, environment, culture, and strategy. , has not been effective as expected.

Madrasah head leadership in improving the effectiveness of management of Public Islamic Education in Jambi Province, seen from Madrasah Management Planning in Jambi Province, specifically the Jambi City Talang Bakung Madrasah, Pinang Merah National Madrasah Tsanawiyah Merangin, Kuala Tungkal Madrasah Tsanawiyah Negeri Tanjung Jabung Barat based on clear objectives, but not optimal, less simple, realistic, and practical, lacking in detail, flexible, lacking in consideration, there are no maximum resources and funds. Then seen from the Organizing of the Jambi City Talang Bakung Madrasah, the Pinang Merah Merangin State Islamic Education Madrasah, the Kuala Tungkal Public Islamic School of Tanjung Jabung Barat State, it has been functional, the division of labor has been achieved, the work guidelines are not optimal, the unity of orders, and Madrasah leaders often delegate to Deputy leaders, because leaders are not every day at the madrasa. Then seen from the supervision of Tsawiwiyah madrasah management in Talang Bakung State of Jambi City and the Pinang Merah Merangin State Islamic Primary

School, Kuala Tungkal Tanjung Jabung Barat Madrasah Tsawiaiyah Negeri for less than maximum absenteeism, optimal information, active computerized system, less active madrasah website, less optimal six month meeting , once a year meetings are optimal, active in motivation and active in clarification and correction.

5. Conclusion

Guidance to Madrasah is not only a form of development of scientific insights, but also needs to help close the gaps in the madrasa in economic powerlessness and increase professionalism in the administration of education. The government, especially the Ministry of Religion, has produced a guidebook that contains the leadership of Madrasah in improving management for teachers and students as well as other Madrasah elements. The government is more intensive in developing a network of Madrasah to strengthen communication between Madrasah. And the government must be fair in helping Madrasah by not only paying attention to Madrasah that have the potential and power in political interests so that there is a development of a balanced power in the management of Madrasah in improving the effectiveness of Madrasah management in Jambi Province. The government is more intensive in improving education and teaching facilities and infrastructure in Madrasah.

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