

## Madrasa Head Leadership In Improving Teacher Performance At MAN 1 Metro

Rizky Rahmahdi SR<sup>1</sup>, Yetri<sup>2</sup>, Ahmad Fauzan<sup>2</sup>, Sovia Mas Ayu<sup>2</sup>,  
Junaidah<sup>2</sup>

<sup>1</sup>Madrasah Aliyah Negeri 1 Metro, Lampung, Indonesia

<sup>2</sup>Universitas Islam Negeri Raden Intan Lampung, Indonesia

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Corresponding Author:

Email: [rahmahdi16sr@gmail.com](mailto:rahmahdi16sr@gmail.com)

### Abstract:

This study aims to describe the Madrasa Principal's Leadership in Improving Teacher Performance at MAN 1 Metro City. Leadership is the process of the activity of someone who has the art or ability to influence, coordinate, move individuals without being forced from any party so that they can work together regularly in an effort to achieve common goals that have been set or formulated. This research uses descriptive qualitative. Data collection techniques in this study used observation, interviews and document studies. The subjects in this study were the Principal, Deputy Head of Curriculum, Infrastructure and Teachers. The data analysis technique is by data reduction, data presentation and conclusion. While testing the validity of the data using source triangulation techniques. The results of this study indicate that: (1) The leadership of the Madrasah Principal in influencing teacher performance, by: participating in giving an example not an order, for example by arriving early and leaving last and forming a team work. (2) The leadership of the Madrasa Principal in mobilizing teacher performance. namely by improving the quality of teachers, by providing opportunities to attend training, workshops and also training such as the MGMP. (3) the leadership of the Madrasa Principal in motivating teacher performance. give prizes to teachers who are exemplary and achievers, pay more attention, for example there is a sick teacher who is visited and given motivation and allowances. (4) Leadership of the Madrasa Principal in communicating teacher performance. by creating good communication between teams. Use an interpersonal communication style, because communication is very vital in the leadership wheel, so it must be in accordance with what will be conveyed to the team.

**Keywords:** Madrasa Principal Leadership.

## Introduction

Education is the key word in every effort to improve the quality of human life, in which it has a role and object to humanize humans. Therefore the focus of education is directed at the formation of a superior personality by focusing on the process of maturing the qualities of logic, heart, morals and faith. The pinnacle of education is achieving the point of perfection in quality of life (Dedi Lazwardi, 2017).

Education is expected to strengthen the integrity of the nation so as to guarantee the nation's future. Education is also expected to provide equal opportunities for all citizens to participate or take part in nation building. Education is also expected to provide equal opportunities for citizens to optimally develop their respective potential (Barnawi, M. Arifin, 2017).

Law Number 20 of 2003 article 1 paragraph 1 concerning the National Education System mandates that education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character and skills possessed by himself, society, nation and state (Sisdiknas, 2003).

The quality of education is largely determined by the learning process in educational institutions. The success or failure of education and learning in madrasas is greatly influenced by the ability of the principal in managing each component of the school. The ability of the madrasa principal is mainly related to their knowledge and understanding of management and leadership, as well as the tasks assigned to them, because it is not uncommon for educational and learning failures in schools to be caused by a lack of understanding of the madrasa head of the tasks that must be carried out (Gaul, N. T. , 2017).

The madrasa head and teachers are the main movers who have a significant influence on each implementation of the student learning process while in the madrasa environment. Without good teacher performance and an adequate role for the head of the madrasah in managing schools, it is very difficult to improve the quality of education or achieve national education standards. The madrasa head as an educational leader has four functions, namely managing the teaching-learning program, designing the organization to emphasize collaborative decision-making processes among different stakeholders, developing an academic school vision and giving directions, understanding and developing teachers (Tan, C. Y. 2016) .

The success or failure of education and learning in madrasas is greatly influenced by the ability of the head of the madrasa to manage each component of the madrasa. The ability of Madrasah Principals is mainly related to their knowledge and understanding of management and leadership, as well as the tasks assigned to them; because it is not uncommon for the failure of education and learning in Madrasas to be caused by a lack of understanding of the Madrasah Head of the tasks that must be carried out (Nur Agus Salim, 2016).

The head of the Madrasah is the highest position held by someone in the Madrasah organization who is responsible for the realization and implementation of the learning process. The head of the Madrasah as the person in charge of fostering the institution he leads, is responsible for achieving the educational goals that have been planned. In achieving this goal the Madrasah Head should be able to direct and coordinate all activities within the institution (Amirudin, 2017).

The head of the Madrasah is the person who determines the success of the Madrasah, therefore it is said that the success of the Madrasah is a leader who has good leadership. The Madrasah head as a leader must be able to generate a strong will with enthusiasm and have confidence in his subordinates in carrying out each task and be able to make a firm policy towards his subordinates (Supi khoerunnisa, Irawan & Dian, 2020).

The implementation of good learning is inseparable from the role of the Madrasah Head as a manager in Madrasah institutions. The Madrasah head must be able to guide Madrasah residents to achieve goals in accordance with the vision and mission that have been set. The Madrasah head must be able to motivate Madrasah residents. Therefore, the Madrasah Principal must get to know each Madrasah member more closely so that it is easier for him to carry out his duties properly, for example through interpersonal communication. Building good interpersonal communication, creating a comfortable work atmosphere is one way to make it easier to achieve goals. Thus, the Madrasa Head plays an important role in improving teacher performance in carrying out their duties and obligations (Siti Patimah, 2015).

Leadership in education is an activity to influence, coordinate, and mobilize other people who have something to do with the implementation and development of education so that the goals of education or Madrasahs can be achieved effectively and efficiently. In order for Madrasah goals to be achieved effectively and efficiently, effective leadership from the Madrasah Head is needed (Chairul Anwar, 2017).

Good Madrasah leadership must be able to strive to improve teacher performance, because teacher performance is also a determinant of the level of quality of education. Therefore, the Head of Madrasah has a great responsibility in educational organizations and to lead the organization so that it can run well. The role of the Madrasa Head is as an educator, manager, administrator, supervisor, leader, innovator, and motivator. (Bradley Setiyadi & Viona Rosalina, 2021). Leadership is a process to influence and provide aspirations and direct the actions of a person or group to achieve the expected goals. Leadership is a process in which individuals influence other group members to achieve goals. (Imam Gunawan & Djum Djum Noor Benty, 2017).

Leadership in English is called leadership which means being a leader power of leading; the qualities of leader, which means the strength or quality of a person in leading and directing what he leads to achieve goals (Ahmad Fauzan, 2016).

Leadership in education is an activity to influence, coordinate, and mobilize other people who have something to do with the implementation and development of education so that the goals of education or Madrasahs can be achieved effectively and efficiently. In order for Madrasah goals to be achieved effectively and efficiently, effective leadership from the Madrasah Head is needed (Wahyudin Nur Nasution, 2015). Leadership is the process of influencing the activities of a person or group to achieve goals in certain situations. Based on this definition, leadership in the Madrasah is held by the Head of the Madrasah. (Yuni Yulianti, Sri Harmonika & Fizian Yahya, 2021).

Educational leadership also means a form of ability in the process of influencing, mobilizing, motivating, coordinating other people who have something to do with education and teaching so

that the activities carried out can be more effective and efficient in achieving educational and teaching goals (Munawar1, Jalaluddin, 2021). Leadership is the ability to drive the implementation of education, so that the educational goals that have been set can be achieved effectively and efficiently. So leadership is the behavior of a leader to move, influence and explain to subordinates, maintain cohesiveness, a consistent attitude so that each member can contribute effectively to the organization in order to achieve goals (Nurilatul Rahmah Yahdiyani & Ani Roisatul Muna, 2020). Leadership as the ability to influence the motivation or competence of other individuals in a group (Gibson et al & Sri Rahmi (2018).

So that the success of an educational institution is very dependent on the leadership of the Madrasah Head. The Madrasah Head has a very influential role in the Madrasah environment which is his responsibility, because besides being a leader the Madrasah Head also acts as a manager. As a leader in his institution, he must be able to bring his institution towards achieving the goals that have been set. He must be able to bring a change to the agencies under him, and be able to see the future in a better globalization life (Guntoro, 2019)

In the context of improving the quality of teacher performance, the role of the madrasa head as an educational leader needs to be developed further so that teacher performance increases. Currently, efforts to improve teacher performance are urgent. The low performance of teachers is an indication of the low ability of the madrasa head in carrying out his role as an educational leader. As a result, these conditions not only affect teachers but also students. The potential of students is not maximally explored and developed (Wayan Satria Jaya, 2022).

The success and failure of the Madrasah Principal in playing his role will largely determine the success and failure of the organization. In general it can be said that a Madrasah Principal should have broad, long and far-reaching insights into the future, be able to make balance and harmony in making decisions to move his members in realizing goals and achieving organizational goals (Nurilatul Rahmah Yahdiyani, 2020).

Based on the subject matter, the problem boundaries or sub-problems that become the reference in this discussion are (1) How Madrasah Principal Leadership Influences Teacher Performance in Man 1 Metro. (2) How Madrasa Principal Leadership Drives Teacher Performance in Man 1 Metro. (3) How is the Principal's Leadership in Motivating Teacher Performance in Man 1 Metro. (4) How is the Principal's Leadership in Communicating Teacher Performance in Man 1 Metro?

The objectives are to find out how Madrasah Principal Leadership Influences Teacher Performance at Man 1 Metro, To find out How Madrasa Principal Leadership Drives Teacher Performance at Man 1 Metro, To find out How Madrasa Head Leadership Motivates Teacher Performance at Man 1 Metro, To find out How Madrasa Principal Leadership in Communicating Teacher Performance at Man 1 Metro.

## Methods

This type of case study research uses a qualitative approach in collecting data, can assist in expressing and achieving the expected research objectives. A qualitative approach can also help researchers find research problems to find solutions to field problems. Case study research is used specifically to obtain data about phenomena that occur in the field, because case study research is a research method that focuses on a case and analyzes it in depth.

The location of this research is MAN 1 Kota Metro.

Research data collection techniques were carried out by researchers through interview techniques with informants, namely school principals, deputy heads of curriculum and educators. The data obtained comes from additional research sources, namely in the form of documents or written sources. The documents referred to in this study can be in the form of photographs, and archives of important documents. Observation techniques are also used in collecting research data.

The results of data collection were then analyzed by means of: 1) data reduction, namely the initial stage of selecting the findings from the field that were needed and in accordance with the research study; 2) displaying data, is the stage of compiling reduced data in several forms, including short narratives, charts and tables or flowcharts; 3) data

which have been compiled in several forms are then verified. Data verification as the third step in data analysis by comparing the results that have been compiled with other sources of information so that the results collected are more accurate. Test the validity of the data resulting from the analysis then tested using the degree of trust or credibility (credibility), transferability (transferability), dependability (dependability), and certainty (confirmability).

## **Results and Discussion**

### **Madrasah Head in Influencing subordinates**

Leadership is the process of influencing individual or group activities to achieve certain goals in predetermined situations. In influencing the activities of individual leaders use power, authority, influence, traits and characteristics, and the goal is to increase productivity and group morale.

Many factors can affect the performance of a teacher. So as the highest leader in a Madrasah, a Madrasah Head must be able to provide positive energy that is able to move teachers to carry out their duties seriously and responsibly so that their performance gets better and better. As a leader who has influence, a Madrasah Principal must continue to strive so that his ideas, advice, suggestions and instructions and orders and policies are followed by his mentor teachers.

The democratic type leader interprets his leadership not as a dictator, but as a leader in the midst of his group members. The relationship with group members is not that of an employer to their workers, but that of an older sibling among their co-workers or as an older brother to their siblings. Democratic leaders always try to stimulate their members to work cooperatively to achieve common goals.

The Head of MAN 1 Metro has carried out his duties in influencing his subordinates, the Head of MAN 1 Metro in Influence by giving more examples to teachers to be disciplined, setting an exemplary example to his subordinates and guiding every activity related to the subjects he is in accordance with his field, giving instructions to subordinates to galvanize the abilities of subordinates. form Team work (cooperation), coordinate task activities, attend training, hold meetings with subordinates, and providemotivationtosubordinates.

### **Head of Madrasah in Mobilizing subordinates**

Leadership is the ability to drive the implementation of education, so that the educational goals that have been set can be achieved effectively and efficiently. So leadership is the behavior of a leader to direct, influence, and explain to subordinates, maintain cohesiveness, consistent attitude so that each member can contribute effectively to the organization for the achievement of goals.

The Madrasah head has a very central role in directing and striving for teachers to have good competency skills. The important role of the Madrasah Head is to have a role in overseeing and formulating policies that can later improve the quality of Madrasahs, therefore the Madrasah Head must synergize all Madrasah residents, namely educators, students, parents and the community. The Madrasah head has the function of mobilizing all elements of the Madrasah to jointly create a quality Madrasah.

The head of MAN 1 Metro has carried out his duties well in mobilizing his subordinates. The Head of MAN 1 Metro In moving it, namely by improving the quality of teachers, fathers and mothers are given the opportunity to attend training and even be registered to take part in training, workshops and also training such as MGMP or others, both from Madrasahs or from institutions outside the Madrasah in order to improve teacher quality.

#### **Head of Madrasah in Motivating subordinates**

A Madrasah Principal is a highly influential figure to emulate his morals, behavior, and words by educators, staff, employees and students. The motivation of the Madrasa Head is mainly to improve the optimal performance of educational staff. Because as a leader, respect and support by him means the most to the staff under him. Educators' work enthusiasm is inseparable from the influence of the leadership of the Madrasah Principal, because the Madrasah Principal is the main element of education who has the power to monitor the performance of educators. Because the work motivation of educators is one aspect that determines the success of the learning process.

The position of the Madrasah Head is not merely monitoring all activities in the Madrasa, but a leader must be able to create comfortable conditions, motivate teachers so that they develop abilities, creativity and innovation.

Work motivation is a psychological process in a person due to the interaction between perceptions, attitudes, needs, and decisions of a person in his environment. The motivation that a person has has the potential to lead to achieving optimal results and may also not necessarily be willing to achieve optimal results, so that a stimulus is needed so that someone wants to work according to the wishes of an institution.

The head of MAN 1 Metro has carried out his duties in motivating his subordinates. Head of MAN 1 Metro In motivating, namely by always increasing the motivation of the team here, so that they are always enthusiastic at work, namely by using several steps, first I give gifts to teachers who are exemplary and achievers, provide support and bonuses for those who are ranked to teachers who have brought their students to participate in competitions both regionally and nationally. The second pays more attention, for example there is a sick teacher who is visited and given motivation and allowances. The third one is given the freedom to continue their education again for masters. So, freedom is given in the form of a solution for dividing Madrasah hours with lecture hours. that, it is hoped that it will have a good impact in order to develop the knowledge of teachers to support the quality of educators.

### **Madrasah Head in Communicating subordinates**

Communication is a process of conveying messages in the form of ideas or ideas from one party to another with the intention of influencing each other. The importance of communication for humans cannot be denied as well as in an organization, if there is no communication process, members cannot receive information between fellow members. Work coordination is impossible and the organization will collapse in the absence of communication.

The process of communication is essentially the process of conveying thoughts or feelings by one person (communicator) to another (communicant). Thoughts can be ideas, information, opinions, and others that arise from his mind. Communication will be successful if thoughts are conveyed using conscious feelings, otherwise communication will fail if when conveying thoughts, feelings are not controlled.

In carrying out his duties in communicating subordinates Head of Man 1 Metro uses interpersonal communication. Interpersonal communication is communication that occurs with in schools, namely communication between school principals, teachers, students, and administration. This communication is useful in solving problems that may arise in the school environment as well as in learning in order to improve student achievement. This internal communication can improve the performance of each party according to their roles and functions.

Work behavior can be seen from a way of working that is enthusiastic, disciplined, responsible, carries out tasks according to set standards, has high motivation and ability to work and is directed at achieving the goals of the school organization.

Communication in Madrasahs has a very large role or benefit in conveying messages, namely the Head of Madrasah to teachers and teachers can carry out this information to students. Discipline leads to activities that educate teachers to comply with Madrasah rules. Forms of teacher discipline, namely timely attendance, teaching according to lesson plans, and compiling learning tools such as details of effective weeks, lesson plans, annual programs, semester programs, and minimum completeness criteria. Head of MAN 1 Metro In communicating, namely by creating good communication between teams.

### **Conclusion and suggestion**

Madrasah head in influencing subordinates. by the way, participating in giving examples instead of orders, by arriving early and leaving last. form a team work. In moving it, namely by improving the quality of teachers, by being given the opportunity to take part in training, being registered to take part in workshops and also training like MgMP or others. In motivating, namely by always increasing motivation, so that they are always enthusiastic at work, giving gifts to teachers who are exemplary and achievers, providing support and bonuses for those who are ranked to teachers who have brought their students to take part in competitions both regionally and nationally. pay more attention, for example there is a sick teacher who is visited and given motivation and allowances. In communicating, namely by creating good communication between teams. by using an interpersonal communication style, because communication is very vital in the wheel of leadership, so it must be in accordance with what will be conveyed to the team.

Suggestion

For Madrasah educational institutions, it should be used as a source of information to develop educational institutions by maintaining various existing transformational leadership styles and always being creative with these leadership styles in line with the changes and developments of the times.

To the head of the Madrasah, by continuing to communicate with both internal and external stakeholders in order to realize an increase in the quality of education which is the vision, mission and objectives of the Madrasah.

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