

# The Managerial Ability Of Madrasa Principals, Work Climate And Work Motivation On Teacher Performance Madrasa Ibtidaiyah

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Pili Fajri, Heru Juabdin Sada  
Universitas Islam Negeri Raden Intan Lampung, Indonesia

Corresponding Author:  
E-mail: [pilifajri@yahoo.co.id](mailto:pilifajri@yahoo.co.id)

## Abstract:

This study aims to determine the effect of the variables of managerial ability of the madrasa head, work climate and work motivation on the performance of teachers of the State Madrasa Ibtidaiyah in Bandar Lampung. Madrasas that are the object of this research are MIN 1, MIN 5 and MIN 6 in Bandar Lampung. The data used in this study used primary data obtained from questionnaire data distributed to teachers working in MIN 1, MIN 5 and MIN 6 Bandar Lampung who have civil servant status for more than 3 years. The sample used was 50 respondents. The sample withdrawal used by the author is Non Probability Sampling with Purposive Sampling method. The results of the study simultaneously showed that all the independent variables, namely the managerial ability of the madrasa head, work climate and work motivation together had an effect on the performance of teachers of the State Madrasa Ibtidaiyah in Bandar Lampung.

**Keywords:** Managerial Ability; Motivation; Performance; Work Climate

## Introduction

The influence of madrasa principals' managerial skills, work climate and work motivation on teacher performance is an important topic in the context of education (Barkah, 2017; RM & Musa, 2023; Santiari et al., 2020; Siregar, 2022; Widyastuti, 2021). The focus of this research is on the state madrasas in Bandar Lampung, namely MIN 1 Bandar Lampung, MIN 5 Bandar Lampung and MIN 6 Bandar Lampung where the influence of these factors on teacher performance will be investigated.

The managerial ability of the madrasa head plays an important role in creating a conducive work environment for teacher performance (Imron et al., 2021; Warisno & Hidayah, 2021; Zhahira et al., 2022; Zubaidi & Zubairi, 2022). A madrasa head who has good managerial skills is able to organize human resources, develop appropriate policies, and provide necessary support to teachers (Imron et al., 2021; Tria, 2021). In this study, we will explore how the managerial ability of madrasa principals contributes to teacher performance (Khadijah et al., 2021; Nuraini, 2022) in Bandar Lampung State Islamic Junior High School (Madrasa Ibtidaiyah Negeri Bandar Lampung).

In addition, the work climate in the madrasa environment also has a significant influence on teacher performance (Carudin & Agus, 2022). A positive work climate creates a comfortable, trusting and supportive atmosphere among teaching staff (Aktar, 2020; Attamimi, 2020; Hidayat & Azhari, 2023; Lubis, 2020). This can encourage teachers' motivation and engagement in performing their duties well. Therefore, this study will also investigate how the work climate in Madrasa Ibtidaiyah Negeri Bandar Lampung affects teacher performance.

Furthermore, work motivation is an important factor that can affect teacher performance (Damayani et al., 2020; Harefa, 2020). High motivation can encourage teachers to work with enthusiasm, be innovative and committed in carrying out their tasks (Kastawi et al., 2021; Suryadi, 2020; Ulum et al., 2020). This study will look at how the level of work motivation of teachers at the Bandar Lampung State Madrasa Ibtidaiyah relates to their performance.

By combining an understanding of the madrasa head's managerial ability, work climate, and work motivation, this study aims to provide a better understanding of the factors that influence teachers' performance (Santiari et al., 2020) in Madrasa Ibtidaiyah Negeri Bandar Lampung. The results of this study can be used as a basis for developing strategies and policies aimed at improving teachers' performance and the quality of education in the madrasa.

## Methods

The data used in this study used primary data obtained from questionnaire data distributed to teachers working at MIN 1, MIN 5 and MIN 6 Bandar Lampung City who are civil servants registered with the Ministry of Religion of the Republic of Indonesia who have more than 3 years of service. The objects in this study are MIN 1, MIN 5 and MIN 6 in Bandar Lampung City. The sample used in this study was 50 respondents. The sample withdrawal used by the author is Non Probability Sampling with Purposive Sampling method. This research test uses validity and reliability tests while the analysis tool uses multiple linear analysis tests and hypothesis testing using the t test.

## Results and Discussion

### Managerial Ability of Madrasa Principal on Teacher Performance

The results of the research prove that the variable managerial ability of madrasa principals has a positive and significant effect on the performance of teachers in the State Madrasa Ibtidaiyah in Bandar Lampung City. So that the hypothesis which states "the managerial ability of the madrasa principal has a positive effect on the performance of teachers in the State Islamic Madrasa in Bandar Lampung City", is supported. These results prove that if the managerial ability of the madrasa head that exists in the madrasa head is well created, the teacher's performance will also be higher, this result has similarities with the research of Muniroh et al. and Cahyaningrum concluded that the managerial ability of the head of the educational institution contributes positively to teacher performance.

It is not easy to become a teacher who is able to produce quality graduates. It takes a lot of effort to realize learning that leads to the development of students' potential. In this case, teachers who have good teaching performance are needed. The madrasa principal's managerial ability must be able to encourage teacher performance by showing a sense of friendship, closeness, and consideration for teachers, both as individuals and as a group. The ability of a good madrasa principal can encourage, direct, and motivate all school members to work together in realizing the vision, mission and goals of the school.

The madrasa principal is the highest leader in the madrasa. His leadership pattern is very influential and even decisive for the progress of the madrasa. When being a teacher, his main task is to teach and educate students to study certain subjects, while as a madrasa head, his main task is to "lead" and "manage" all aspects of the madrasa, including: student management, learning management, management of infrastructure and facilities, human resource management, public relations management and others which lead to achieving madrasa goals. Based on the explanation above and the results of this study, it can be concluded that there is a significant influence between the managerial ability of the madrasa principal and teacher performance, because the better and more stable the form of leadership from the madrasa principal, it can improve teacher performance.

### Work Climate on Teacher Performance

Based on the analysis conducted, it can be seen that the work climate variable affects teacher performance. So that the hypothesis which states "work climate has a positive effect on the performance of teachers of the State Madrasa Ibtidaiyah in Bandar Lampung City", is supported. This illustrates that by having a good work climate, the performance or work results will also be good, and vice versa with the lack of support for the work climate owned by a madrasa, the results of teacher work will also be less good. These results are also in line with the research of Suryani and Dharma and Haryanto et al, which prove that there is a positive and significant effect of work climate on teacher performance.

The work climate plays an important role in building a quality madrasa. A good work climate in madrasa will create high teacher performance. As for the existence of a work climate, it can affect teacher performance, teacher behavior and attitudes, affect the learning process in the classroom, and affect teacher participation in an activity at school. A poor work climate will create low teacher performance and an unpleasant atmosphere among personnel at school, so that learning objectives are less or not maximally achieved, affecting student achievement, less harmonious relationships between teachers and staff, and teachers are less involved in decision making at school. Therefore, school climate is one of the things that needs to be considered in

order to achieve a quality educational institution.

### **Work Motivation on Teacher Performance**

Based on the results of the research that has been done, it can be seen that the third hypothesis which states that "Work Motivation has a positive effect on the performance of teachers of the State Madrasa Ibtidaiyah in Bandar Lampung City" is supported. So it can be concluded that the better the work motivation of the teachers will improve the performance of the State Madrasa Ibtidaiyah teachers in Bandar Lampung City. This result has similar results with research conducted by Sari et al and Cahyaningrum, which proves that high motivation causes teachers to be able to optimize their abilities at work. These conditions cause the results of teacher work to increase.

The motivation variable is formed by five indicators related to productivity, which include physiological needs, the need for security, social needs, the need to be appreciated and the need for self-actualization. The motivation that exists in teachers in the State Madrasa Ibtidaiyah in Bandar Lampung City based on the respondents' answers shows that teachers get motivation from the fulfillment of physiological needs in the form of salary, and the fulfillment of physical needs in the form of rewards, the fulfillment of safety and security needs at work, namely a sense of security at work, health insurance, fulfilling social needs, namely a sense of kinship in the organization, good relations between employees and superiors, fulfilling appreciation needs, namely gifts or praise, promotion or promotion, and recognition of achievements from the organization, and fulfilling self-actualization needs, namely by teachers being able to improve their abilities, getting education and training.

Based on this research, it can be explained that work motivation is indeed needed by a teacher to achieve high performance output and achieve madrasa goals. The way motivation is applied by the organization seen from the direct benefits felt by the teacher has a positive and significant impact on teacher performance, the better the motivation carried out by the madrasa head to the teacher, the better the performance produced by the teacher.

### **Conclusion and suggestion**

The results of this study reveal that the madrasa head has good managerial skills, has a strategy in efforts to develop and improve teacher performance, which is carried out with the guidance and encouragement of teachers to excel, so that it can become a basic capital in efforts to improve teacher performance in madrasa. Teachers should always maintain a harmonious relationship with fellow teachers and with the madrasa head.

The madrasa principal should also provide opportunities and trust to teachers so that they can participate in advancing the madrasa in various school activities so as to create a good work climate and foster competence among teachers so as to improve teacher performance. For this reason, it is hoped that there will be appropriate, strategic steps from a madrasa head to further spur himself to be able to carry out leadership functions and management functions in the madrasa, so that it will be able to influence teachers to always excel, and carry out their duties and functions professionally.

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