

# PRINCIPAL'S LEADERSHIP MANAGEMENT IN IMPROVING THE QUALITY OF PERFORMANCE OF EDUCATORS AND EDUCATION PERSONNEL IN MADRASAH ALIYAH SUNGGAJAL

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**Abstract:** The purpose of this study is to determine the leadership management of school principals in improving the quality of performance of educators and education personnel in Madrasah Aliyah Sunggal. Improving the quality of performance of educators and education personnel has a significant impact on the educational process and the achievement of the desired educational goals. This paper uses a qualitative descriptive approach that seeks to explain the form of leadership management of a school principal in order to improve the quality of educational performance and education personnel. The principal also has authority for the progress of the school he leads, the principal also has the right to issue regulations to develop his school through discipline coaching by setting a good example such as arriving on time and obeying school rules, Providing motivation for subordinates who perform well. This motivation is in the form of praise and support for teachers to be more enthusiastic in their work. In addition, by giving trust in the form of positions, awarding, by providing bonuses for outstanding teachers, thanks, receiving ideas or opinions, and giving salaries at the beginning of each month.

**Keywords:** Management, leadership of principals, quality of performance of educators and education personnel

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## Introduction

In general, education is an effort made by individuals and institutions to design the future of every human being so that the concept and implementation must really consider all aspects of human life, both social, cultural, economic, political education and even religion. In the Law of the Republic of Indonesia Number 20 of 2003 article 3 it is explained that National Education functions to develop the ability and shape the character and civilization of a dignified nation in order to educate the nation's life, aiming to develop the potential of students to become human beings who believe and fear God Almighty, have noble character, knowledge, healthy, capable, creative, and become democratic and responsible citizens. (Pendidikan Nasional, 2010). On the other hand, the increasingly unstoppable development of science and technology (science) as well as the process of change and socio-cultural development of the community, customs and still uneven quality of human resources (Human Resources) increasingly add to how important a policy that contains a set of new strategies to improve the quality of education that is aspired to.

Functionally, education plays a very important role in human and nation development, therefore an educational institution is required to be able to carry out school management functions properly. One of them is through the principal's management strategy. Robbin suggests that, "leadership is the ability to influence a group toward the achievement goals". (Rohiat & Pd, 2008)(Rohiat & Pd, 2008) One of the functions of leadership is to influence a person / group in order to achieve a desired goal target. Therefore, the leadership process must be carried out in order to coordinate and direct both individually and in groups to achieve a predetermined goal, so that a leader needs a certain style and type to facilitate and smooth the scarcity and leadership process.

Principal's Leadership Management must be constructed based on changes and developments in the community environment while considering aspects of togetherness and religion, so that being able to hold new programs that are able to improve the quality of education and education personnel must always be evaluated and even updated. Most principals tend to be administrative and merely carry out top-down policies, without considering improvement and development projects that should always be high on the agenda for a leader. Therefore, the guidance carried out by a school principal should not only be administrative but rather on developing and improving the quality of educational competence and education personnel. There are 4 competencies that must be developed for a teacher (educator), namely pedagogic, personality, social and professional competencies. So that the principal's leadership management strategy is the key to the success of teachers or education and education personnel.

The principal as one of the most decisive in an organizational progress, especially in schools, namely Madrasah Aliyah Sunggal where it will have a very good impact on good changes in the school education system, one of which is the positive impact is how effective school leadership education is and how to manage education personnel effectively, school culture, quality, compact cooperation, results produced by the school, independence and stakeholder participation, how open management and willingness to change, and evaluate improvements, responsiveness, and anticipation of what is needed accountability and sustainability (E. Mulyasa, 2003). To know the importance of how a principal invests in education, it is necessary to know the duties and functions of the principal.

## **Literature Review**

### ***2.1. Leadership Management***

In school leadership, two specific skills are needed, namely (1) leadership skills and (2) management skills or popularly known as leadership and managerial. Leadership behavior with all skills plays a very important role in improving the quality of schools in general. Leadership behavior that supports the implementation of principal management will further accelerate the achievement of goals that have been formulated together.(HE & Usperwanti, 2013)

A leadership that is not accompanied by leadership and managerial skills will reduce the success rate of leadership tasks (Basri, 2014). In other words, leadership must be based on managerial abilities and personal behavior that can influence and even determine the achievement of the

goals of the leadership, because the attitude and behavior of a leader will provide a pattern and greatly affect employee behavior and success. Therefore, a quality management strategy that is integrated with the behavior and policies of leaders is important to implement. The high and low quality of the quality management strategy will greatly determine the quality of performance and the results to be achieved both in the short and long term.

## 2.2 *Principal*

Principal comes from two words, namely "Head" means chairman and "School" means an institution. So the definition of a principal is a school leader or an institution where the institution as a place for teaching and learning activities takes place in the sense of an educational process. According to Mulyasa, school principals are functional teachers who are mandated to lead a school in organizing educational processes (H. E. Mulyasa, 2022). Meanwhile, Suhardiman explained that the principal is a teacher who is given a mandate to occupy a structural position at a formal educational institution. (Suhardiman, 2012)

Based on this view, the leader can be interpreted as someone who has the ability to influence others both in terms of behavior and attitude and mindset. Therefore, in a leadership requires a strong, decisive, innovative and test-resistant character, firmly embedded in oneself so as to create a strong and effective and efficient leadership. In a further context, leadership becomes a major factor in an organization so that the success or failure of an organization depends on how successful the mission and vision of the leadership are carried out. Thus, leadership can be interpreted as an ability that a person has in influencing others to want to work together to do an action and deed in achieving goals that have been set together.

Mulyadi explained that behavior in carrying out leadership duties includes:

1. Decision.
2. Strengthening the loyalty of his followers.
3. Strong organization
4. Empowerment of human resources and other resources.
5. Evaluation actions and solutions
6. Give rewards
7. Delegation of authority.
8. Encouragement and motivation

## 2.3. *Types of Ideal Principal Leadership*

A leader is able to carry out his leadership duties if he is able to empower human resources and other related resources in accordance with existing quality standards (Sagala, 2013). Here are some types of leadership that are commonly practiced in an organization including schools/ educational institutions, namely:

1. Charismatic Leadership Types

Charismatic leadership has the extraordinary power of energy, attractiveness and innate power to influence others individually or in groups.(Suparlan, 2022)

## 2. Types of Militaristic Leadership

Militaristic (authoritarian) leadership type, the traits of militaristic (authoritarian) leadership type, namely:

- a. More use of command/command systems, hard and rigid and often less tactful
- b. Requires absolute obedience from subordinates
- c. Highly indulge in formalities, ceremonial ceremonies. Demands harsh and rigid discipline from subordinates
- d. Do not want suggestions, proposals and criticisms from subordinates
- e. Communication only takes place unidirectionally.

## 3. Autocratic Leadership Type (Outhoritative, Dominator)

Autocratic leadership is a type of leadership that views that leadership is absolute and final and must be obeyed by all parties, so this type is also known as the individualistic type of leadership only considers its opinions and principles the most correct .(Achadah, 2019)

## 4. Administrative/Executive Leadership Type

Administrative type leadership is leadership that emphasizes administrative management and is able to carry out administrative tasks effectively.(Mazarei et al., 2013)

## 5. Types of Democratic Leadership

Democratic leadership is people-oriented and provides efficient guidance to its Followers .(Ivancevich et al., 2008)

### 2.4. *Leadership Management Strategies in Improving Performance Quality*

#### Educators and Education Personnel

Leadership is the process of influencing individuals or groups to consciously and harmoniously work towards achieving established organizational goals. Recognition of the importance of leadership strategies in organizations has become the main basis in analyzing their roles and functions in improving the quality of performance of their subordinates. While performance quality is a performance standard (principal) that has been mutually agreed upon in an organization (SOP). Here's a brief analysis of performance according to scientists:

Performance is a work ability or work performance shown by an employee in obtaining optimal work results. In other words, performance has a derivation of the notion of an action displayed by someone in carrying out certain activities. Factors that affect performance achievement are ability factors (Ability) and motivation factors (Motivation).(Sulistiyani, 1919) This is in accordance with the opinion of Keith Davis quoted by A. Anwar Sobirin PM suggesting that the factors that affect performance are:

#### 1. Motivational Factors

Motivation is formed from a person's attitude in dealing with work situations. Motivation is a condition that moves a person who is directed to achieve organizational goals so that someone achieves maximum performance if he has high motivation.

## 2. Capability Factor

Psychologically, employee abilities consist of potential abilities (IQ) and reality abilities (Knowledge + Skill). This means that employees who have an IQ above average (IQ 110-120) with adequate education for their position and are skilled in doing daily work, then they will more easily achieve the expected performance. Therefore, employees need to be placed in jobs that are in accordance with their expertise.

The management strategy of educators and education personnel (HR) is an educational process that requires a long time in an effort to achieve educational goals, therefore it must be organized through the following stages:

### 1. Planning

This activity is carried out in accordance with the needs, abilities and standards jointly formulated by the school (principal)

### 2. Development / Implementation (*implementation*)

Development activities for educators and education personnel are carried out to improve the quality of performance of education stakeholders in order to be able to carry out their duties effectively and be able to compete in advancing education.

### 3. Evaluation

Improving the quality of the performance of educators and education staff is carried out to determine work performance, proficiency in carrying out main duties and functions and improving the ability to work so that it can be useful for school development in general. (Mas'Ud, 2004)

The implications of the Principal's Leadership management strategy in improving the quality of Educator and Education Personnel Performance can be formulated in the following perspective:

1. The Principal can organize the educational process according to the objectives of education in general effectively and efficiently.
2. The Principal can obtain educators and education staff who are expected to be able to build and realize the school's vision and mission optimally.
3. Educators and education personnel have good and broad competencies and experience and can be used as educational role models for students.
4. Performance evaluation activities can be used as a benchmark for self-improvement (educators and education staff) as well as learning activities in the future.
- 5.

## Method

The research was conducted at Madrasah Amaliyah Sunggal, Tanjung Gusta Village, Sunggal District, Deli Serdang Regency. The research time is planned to be carried out for five months from October 2022 to February 2023 after the announcement of the internal grant for the campus of Universitas Pembangunan Panca Budi Medan.

This type of research is a case study (Case Study) to investigate and understand an event or

problem that has occurred by collecting various kinds of information which is then processed to get a solution so that the problem revealed can be resolved. Techniques that researchers use in collecting data in the field, namely interviews, observations and documentation.

The first method that researchers use in collecting data in the field is by in-depth interviews. Devito says that interviews are a special form of interpersonal communication (Devito & Manusia, 1997). Surakhmad said that interviews are direct communication techniques, where researchers collect data by conducting direct communication with research subjects both in actual situations and artificial situations (Winarno, 1994).

From the understanding of the interview above, one conclusion of the interview can be taken is communication between two or more people (interviewer and interviewee) to get information in order to find solutions to a problem that occurs directly / face-to-face. Conducting interviews not only once or twice, but repeatedly with high intensity. (Arifin, 2013)

There were several informants that researchers interviewed in this study, namely: principals, teachers and education personnel. Before conducting interviews with the management, the researcher explained to them the purpose of the researcher coming to the office, namely to conduct research in the context of writing research. In addition, researchers also ask permission from administrators if possible to conduct interviews, observations some time.

Observation in this study is carried out directly, namely non-participant observation, this is a method of data collection carried out by researchers to observe or record an event with direct witness and usually researchers can be participants or observers in witnessing or observing an object of the event being studied. This observation was made to observe directly at Madrasah Amaliyah Sunggal.

Observation of the nature of activities that use pancindra through certain activities, events, events, objects and conditions or atmosphere. Observation is carried out to obtain a real picture of an event or occurrence to answer research questions.

After conducting in-depth interviews which is the main method of data collection, researchers make observations. In simple terms, observation can be interpreted as the process of looking at the research situation (Sevilla, 1993). Observation is a data collection technique in which a researcher makes observations on the society that is the object. According to Guba and Lincoln in Moleong, there are several reasons why observation methods are utilized, namely:

This observation technique is based on direct experience, because direct experience is a powerful tool for testing truth. This is done if the data obtained is less convincing. Observation techniques also allow you to see and observe yourself, then record behavior and events as they occur in real circumstances.

Observation allows researchers to record events in situations related to propositional knowledge as well as knowledge directly obtained from data. It often happens that there are doubts in researchers, lest any of the data they net is "striking" or biased. This possibility occurs because of lack of ability to remember events or interview results, there is distance between researchers

and interviewees, or because of the researcher's emotional reaction at one moment. The best way to check the trustworthiness of the data is to use observation.

Observation techniques allow researchers to understand complex situations. A complicated situation might occur if the researcher wants to pay attention to several behaviors at once. So observation can be a powerful tool for complex situations and for complex behavior.

In certain cases where other communication techniques are not possible, observation can be a very useful tool. From several reasons expressed by Guba and Lincoln above, it further solidifies researchers to use observation / observation in this study. Through this observation, researchers try to see directly the situation of leadership management to understand and find answers to the actual phenomenon. This observation was made by researchers to obtain a clearer picture of the actual situation, related to the principal's leadership management in improving the quality of performance of educators and education personnel in the Amaliyah Sunggal madrasah.

Documentation as one way that can be done in qualitative research in getting an overview from various angles to pay attention to written media and other documents or made directly by the researcher concerned (Herdiansyah, 2010). Through the use of this method, researchers can collect data from various existing documents and those that the author can obtain independently through various forms of records that have something to do with what is being researched, such as an overview of the principal's leadership management in improving the quality of performance of educators and education personnel in the Aliyah Amaliyah Sunggal Madrasah.

## **Result and Discussion**

Education is one of the assets that needs to be maintained and fostered in forming a strong nation, a nation that is far from being left behind so it needs guidance and direction and commitment from the principal to create a dignified school, this is not far from what was done by the Principal of Madrasah Aliyah Sunggal in order to improve the quality and responsibility as one of the leaders in the school by doing various things including:

- a. Fostering discipline by setting a good example such as arriving on time and obeying school rules.

Discipline as one of the exercises in forming an honest person and character, this can be seen from the habits that are constantly repeated so that later it will become a culture and this culture will get to carve an achievement, this becomes a role model for other communities. Discipline must actually be trained from an early age because discipline will bring a person closer to success as a result with the Principal as follows:

“In order to set an example for teachers and education staff, as a leader, we strive to set an example for teachers by trying to always be present at the specified time and also obey all the rules set by the school (Jufri Efendi, 2023).

From the explanation above, it is understood that the principal as one of the figures who is an example for educators and education staff in the school environment always sets a good example by always being on time to welcome students who will attend education in the

morning, this can be something meaningful for teachers As well as other stakeholders where the leader is one of the things that should be exemplified, besides this, researchers also conducted interviews related to how the implementation of discipline carried out by the principal with the results of interviews with teachers as follows:

“Actually, the principal has given an example to us teachers where even though the principal did not carry out pickets in the morning, he always tried to give a welcome to the children so that he always arrived on time and even always early from other teachers, so this became an example for us to apply discipline and would make one of the cultures ashamed for us when we arrived late (Ahmad Fahmi, 2023)

The above explanation can be understood that the principal always tries to be present in the morning to provide opportunities and welcome to students who will study in the morning and this can be a good example for picket teachers and other teachers so that it will give embarrassment if one of the letters of thought does not carry out his duties and responsibilities given to him. In addition, the residents also conducted an interview with one of the teachers whose teaching year was the least in this school with the following interview results:

“The principal always sets an example for us so that we can carry out our duties and responsibilities and give our best for the school where we always try to be present at the set time even if we see the principal always arrives early and welcomes the students who are usually greeted by students (Syahriyal, 2023)

The explanation contains the fact that the principal always experiences teachers coming with pickets to attend early. Thus, teachers always try to be present on time as assigned to each teacher or education staff.

- b. Providing motivation for subordinates who perform well. This motivation is in the form of praise and support for teachers to be more enthusiastic in their work. The principal as one of the leaders who can motivate his subordinates so that teachers and education staff have high enthusiasm in carrying out various forms of duties and responsibilities in schools, especially carrying out teaching, In addition, it also provides self-development to have more brilliant achievements as the results of interviews with the principal as follows:

"Actually, teachers are one of the teaching staff who must still be motivated so that later the teachers can provide the best in the form of teaching and training students to be disciplined and independent in carrying out their duties and responsibilities both at school and at home, thus that motivation as one of the important things is given to teachers so that teachers are consistent in carrying out their duties and responsibilities (Jufri Efendi, 2023)



From the understanding mentioned above, it can be understood that teachers still get motivation from the principal as one of the functions and duties of the principal, including the leader or leader who must give direction to his subordinates to have high motivation and enthusiasm in carrying out the wishes and expectations of all school parties. On another occasion, researchers also conducted an interview with one of the teachers with the following interview results:

“School principals often motivate teachers to always attend trainings or activities carried out by the government or heads of district offices so that teachers can improve their creativity and skills as education staff as principals, he always gives motivation and hope to all of us teachers to keep participating in positive activities (Ahmad Fahmi, 2023)

From the explanation above, it can be understood that the principal always gives motivation and hope to teachers and education staff to continue to attend training in order to improve the skills and creativity of teachers in carrying out the teaching and learning process so that later the teachers are liked and able to motivate students. In addition, teachers are also given facilities to develop their creativity. In addition, the researcher also conducted an interview with one of the teachers named Syahriyal with the following interview results:

“In improving the skills and professionalism of teachers in carrying out their duties as teachers, the principal always provides opportunities for teachers to always attend various workshops and trainings provided by the district and others, where these activities can provide insight so that teachers and education staff are able to improve achievement, so that later they can create a learning atmosphere that is liked by students (Syahriyal, 2023)

From the expression above, one meaning can be taken that the training attended by teachers can later provide a special skill that can improve the professionalism of educators and education staff so as to create a pleasant atmosphere and can increase student achievement at Madrasah Aliyah Amaliyah Sunggal schools.

Principal leadership is an effort made by the principal as a leader to influence many people (teachers, administrative staff, students, stakeholders) through communication to achieve school goals. The indicator is that the principal is able to mobilize all school residents to carry out their duties and responsibilities in accordance with the duties and responsibilities given. From this it can be understood that the leadership of the principal is the ability of school leaders to influence, guide, and direct teachers, employees, students, and all school stakeholders to achieve school goals.

b. Awarding, by providing bonuses for outstanding teachers, thanking them, receiving ideas or opinions, and giving salaries at the beginning of each month.

In addition to carrying out duties and responsibilities as one of the educators and education staff in school units, especially at the Amaliyah Sunggal madrasah school,

teachers are often motivated to get something that is rightfully theirs where the achievements and awards obtained by each individual, especially teachers, are often obtained for the achievements they do. In order to increase excellence and excellence among fellow educators and education staff, leaders usually give awards in the form of money and other awards as well as in this study with the results of interviews with principals as follows:

“In order to improve teacher professionalism, sometimes at certain moments we select outstanding teachers in the schools we lead with the aim of providing motivation so that other teachers can imitate or practice the results of these teachers so that later they can create a conducive teaching and learning atmosphere (Jufri Efendi, 2023)

From the explanation above, it can be understood that by giving prizes to outstanding teachers, teachers will naturally feel encouraged to do positive things and make a good contribution in the process of improving and improving learning both intra-school and extra-school. On another occasion, researchers also conducted an interview with one of the teachers named Ahmad Fahmi with extensive results of the interview results as follows:

“A motivation is needed in every individual who can later provide new encouragement and enthusiasm, especially education staff so that with the gift given by the Principal to teachers who have high discipline and strong loyalty, it will be a momentum to get awards (Ahmad Fahmi, 2023)

The above statement can be understood that a motivation has a very valuable meaning, especially the gift given by the principal with an award either in the form of cash or with other bonuses, if this is connected with the theory of motivation presented by Abraham Maslow's theory, (1) Physical Needs. (2) Security Needs. (3) Social Needs, (4) Appreciation Needs. The library provides material and non-material rewards, (5) Self-Actualization Needs. Whatever his status and field of work, it requires motivation from others as well as from within himself. Either for enthusiasm or in the stage towards achievement. There are other occasions researchers also conduct interviews with teachers with the following interview results:

“In order to improve the achievement of each teacher, usually at the beginning of the semester, the principal gives awards and prizes to teachers who have achievements and can increase loyalty to the school, of course, by giving how many prizes, some prizes and other awards” (Syahriyal, 2023)

The statement above can be understood that with the provision of prizes and awards, some teachers will improve their achievements and develop professionalism and develop themselves in order to become outstanding and professional teachers so that the community and stakeholders can feel good benefits.

- c. Creating good perceptions in schools, with discussions that can foster good relationships between principals, teachers and employees

### Conclusion

The headmaster also has authority for the progress of the school he leads, the principal also has the right to issue regulations to develop his school

- a. Fostering discipline by setting a good example such as arriving on time and obeying school rules.
- b. Providing motivation for subordinates who perform well. This motivation is in the form of praise and support for teachers to be more enthusiastic in their work. In addition, by giving trust in the form of position.
- c. Awarding, by providing bonuses for outstanding teachers, thanking them, receiving ideas or opinions, and giving salaries at the beginning of each month.

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