

Implementation of Leadership by the Head of the Madrasah to Improve Employee Performance at Madrasah Aliyah Negeri 2 Majalengka

Yeti Kuswati¹, Herdianto Wahyu Pratomo^{2*}, Arief Rahman Afief³

^{1,2}Majalengka University

³Yayasan Pendidikan Imam Bonjol University

Corresponding Author: Herdianto Wahyu Pratomo vjherdi@yahoo.com

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ABSTRACT

As an educational institution, the school has a role in managing and organizing intellectual education, spirituality, and skills to form and develop human resources with knowledge and skills based on faith and piety. To realize this goal, it is necessary to have good leadership from the head of the Madrasah and high performance from employees. Based on the research results conducted at Madrasah Aliyah Negeri 2 Majalengka, the implementation of leadership by the head of the Madrasah achieved a value of 60%. As for the performance of employees, they achieved a value of 59.6%, of which both received the title "Good enough". Thus it can be concluded that the implementation of leadership conducted by the head of the Madrasah based on the application of leadership techniques has a parallel relationship with employee performance, so it has been tested and acceptable

INTRODUCTION

Based On Regent Regulation No. 7 of 2012 on changes to Majalengka Regent Regulation No. 7 of 2011 on the details of the duties and functions of the Regional Office (Kabupaten Majalengka, 2012) and issued Government Regulation No. 46 of 2011 on the assessment of work performance of civil servants (Peraturan Pemerintah RI, 2011). The aim is to improve the achievements and performance of civil servants, this government regulation is a refinement of Government Regulation No. 10 of 1979 on the assessment of the implementation of civil service work (Harahap, 2015). In practice, building a whole person is a very important factor, so that improving the quality of human resources is a top priority.

The role of the head of Madrasah is (1) as an educator, (2) manager, (3) administrator, (4) supervisor, (5) leader, (6) motivator, and (7) innovator (Sujarwo, 2017). In connection with the foregoing the leadership role of the head of the Madrasah here as a leader of education, by the definition of leadership, the head of the Madrasah is expected to realize the functions of leadership in the overall implementation depends on the extent to which the head of the Madrasah can influence, guide, move, and motivate.

Educational leadership is essentially the process of moving, influencing, motivating, and mobilizing people to achieve organizational goals in this case school goals (Kuswati & Hartati, n.d.). The measure of the success of the head of the Madrasah in carrying out his duties is to measure his ability to create a teaching and learning climate by influencing, inviting, and helping teachers, students, and other staff to carry out their respective duties as well as possible (Jasman, 2017). The creation of an orderly, smooth, effective teaching and learning climate is inseparable from the capacity of the Madrasah head as an educational leader in the madrasah.

According to Liphans et.al., it was stated that there are five kinds of historical approaches to leadership analysis, namely: (1) psychological approach (psychological approach), (2) situational approach (situational approach), (3) behavioral approach (behavioral approach), (4) contingency approach, (5) trait approach (Wahjosumidjo, 1999)(Pratomo et al., 2022).

The school is an organization that can produce human resources which of course need to be managed properly to produce quality and relevant human resources with community expectations (Darim, 2020). For this reason, it is necessary to create a conducive atmosphere so that all components involved in the organization can carry out their performance properly.

In the implementation of leadership, the head of the Madrasah must be responsive to the upcoming in carrying out various activities, especially in employee performance. Because if there is no serious attention, there will be obstacles in completing the work. The role of a principal in a school work unit is very important and determines the success in achieving the expected performance implementation goals.

LITERATURE REVIEW

Looking at the title and the research problem under study, it is necessary to make comparisons and reveal the same phenomenon from different points of view, so that it is expected to enrich and develop knowledge. The following are some studies that are considered relevant to related titles, including:

Table 1. Previous Research

Name	Title	Location	Similarities	Differences
Maulida Fatimatun Nurilmala, 2014	Implementation of Human relations by the Sub-District Head in an effort to improve employee performance at the Argapura Sub- District Office Majalengka Regency Argapura District Majalengka Regency West Java Province	Argapura District Majalengka Regency West Java Province	The focus of the same research is on the performance of	Maulida Research employees using the qualitative descriptive method, while the research was prepared using a mixed method
M. Ilham Azhari Anwar, 2022	Implementation of the leadership of the Sub-District Head in an effort to improve the performance of employees at the Office of the Sub- District Maja	Maja District Majalengka Regency West Java Province	The focus of the same research is on the leadership and performance of employees	Research inspiration using qualitative methods, while the research was prepared using a mixed method
Luvi Novita Sari, 2023	The influence of Camat leadership style on the quality of public services at the Maja Camat office, Majalengka Regency	Maja District Majalengka Regency West Java Province	the focus of the same research is leadership	on Luvi's research leadership using a simple linear regression quantitative method, while the research compiled using the mixed method

Leadership

The success or failure of an organization, whether a company, government agency, hospital, or other social organization, will always be associated with the leader of the organization in question (Yunus, 2016). In other words, leadership is a key element in determining the effectiveness and productivity of an organization. The progress of an organization depends on the quality of leadership possessed by a leader. Many definitions of leadership are put forward by experts, some of which can be stated as follows:

There is an opinion on the understanding of leadership, that leadership means the ability and personality of a person to influence and persuade others to take action to achieve common goals so that the person concerned becomes the beginning of the structure and center of the group process (Syafiie, 2003).

Then there is the definition that leadership is the ability to move and direct people to the goals desired by the leader (Pamudji, 1995). There is also a definition that leadership is the ability of leaders to influence others to cooperate to achieve predetermined goals (Pasolong, 2019).

From these various definitions, it can be concluded that leadership is a person's ability to influence, move, and direct the behavior of other people or groups to achieve group goals in certain situations.

Leadership Techniques

Regarding leadership techniques, it can be stated as follows: (1) maturation techniques/preparation of followers; (2) Human relations techniques; (3) techniques to be an example; (4) persuasion techniques and giving orders; (5) Techniques for using suitable communication; (6) techniques for providing facilities (Pamudji, 1995). To clarify about these leadership techniques, the author will describe as follows:

a. Ripening technique/retainer setup

The first is leadership techniques through the maturation/preparation of followers, both in the form of lighting and propaganda techniques. Lighting techniques are intended to provide clear and factual information to people so that they can have a clear and deep understanding of something that causes the willingness to follow the leader according to his heart and mind.

b. Human relations engineering

Human relations techniques, according to the author is a process or series of activities to motivate people, namely the whole process of giving motives (encouragement) so that people want to move.

c. The technique serves as an example

The technique of being an example is very suitable for today's Indonesian society which is still oriented upwards. By giving examples, those who must be moved then follow what is seen.

d. Techniques of persuasion and giving orders

Persuasion or solicitation techniques point to an atmosphere where there are no clear boundaries between the position of leader and follower so that the leader cannot use force or power.

The technique of giving orders, that is, telling the person who is given the order to obey the one who gives the order to do something. Behind the command, there is strength and power.

e. Suitable communication use techniques

Communication means conveying an intention to another party, whether in the context of information, persuasion, orders, and so on, it is important that the intention is received by the recipient the same as the intention of the sender.

f. Technical provision of facilities

When a group of people is ready to follow the invitation of the leader, then these people should be given facilities or facilities.

These are some important leadership techniques that can move people. Other techniques may be used, especially in specific situations and conditions.

Performance

Performance in the organization is the answer to the success or failure of organizational goals that have been set (SH, 2018). Bosses or managers often don't pay attention unless it's really bad or things go awry. Too often managers do not know how badly performance has deteriorated so that the company/agency faces a serious crisis. Deep organizational misgivings result in ignoring the warning signs of declining performance.

Performance is the result of work achieved by employees or a group of employees in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and morals and ethics (Pasolong, 2019).

There is a definition that performance is the result of work that can be achieved by a person or group of people in an organization both quantitatively and qualitatively, in accordance with the authority and duties of each responsibility, in an effort to achieve the goals of the organization concerned legally, does not violate the law and by morals and ethics (Moeheriono, 2014). In the same book, performance comes from the word "to perform" with several entries, namely (1) doing, running, carrying out, (2) fulfilling or carrying out the obligations of an intention or vow, (3) carrying out or perfecting responsibilities, (4) doing something expected by a person or machine (Moeheriono, 2014).

From the opinions of the experts mentioned above, the author can conclude that performance is the result of work achieved by a person or group of people in an organization to achieve previously set goals.

Assessment and Performance Indicators

Performance appraisal is a key factor in developing an organization effectively and efficiently (Nursam, 2017) because there are better policies or programs for human resources in the organization. Assessment of individual performance is very beneficial for the dynamics of the growth of the organization as a whole, through the assessment it can be seen the actual condition of how the performance of employees.

Performance measures for individuals relate to accountability and are defined by the following criteria: (1) effective; (2) efficient; (3) quality; (4) timeliness; (5) productivity; and (6) Safety. To determine the performance indicators, the following can be explained:

Effectively, this indicator measures the degree of conformity of the output produced in achieving something desired.

- a. Efficient, this indicator measures the degree of conformity of the process of producing output by using the lowest possible cost.
- b. Quality, this indicator measures the degree of conformity between the quality of products or services produced with the needs and expectations of consumers.
- c. Timeliness, this indicator measures whether the work has been completed correctly and on time. These criteria are usually based on consumer expectations.
- d. Productivity, this indicator measures the level of productivity of an organization. In a more scientific form, this indicator measures the added value generated by a process compared to the value consumed for capital and labor costs.
- e. Safety, this indicator measures the overall health of the organization as well as the work environment of its employees in terms of safety aspects.

Frame of Mind

Based on a review of the theory mentioned above, it can be described as follows frame of mind:

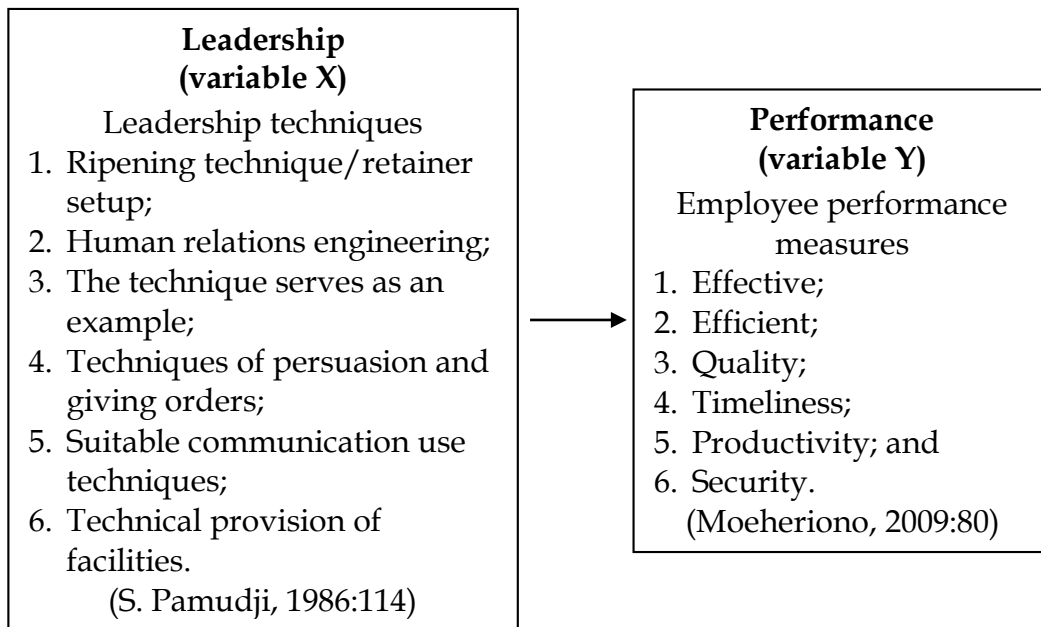


Figure 1. Frame of Mind

METHODOLOGY

The research method used in this study is a descriptive method of analysis, the method describes the state of the object under study based on existing and ongoing factors (Sugiyono, 2010)(Arikunto, 2010). The recorded Data is then collected compiled and analyzed and then finally conclusions are made. This study consists of two variables, the independent variable is leadership with indicators of leadership techniques (Pamudji, 1995), and the dependent variable is employee performance (Moehariono, 2014).

The population in this study amounted to 21 people sampled as many as 20 people using census techniques, and 1 person interviewed. Analysis of the data, is done by determining the percentage of variables, to find out the number of comparisons of the scores of each variable with the formula (Santoso, 2023), as follows:

$$P = \frac{f}{n} \times 100\%$$

Description:

- P = percentage of respondents who answered
- f = frequency of response
- n = number of respondents

Meanwhile, to determine the category of assessment on the accumulation of presentations that can be used Assessment Standards (Arikunto, 2010), namely:

Table 2. Data Analysis Measurement Criteria

No	Interval	Rating
1.	76 % - 100%	Good
2.	56% - 75%	Pretty Good
3.	40% - 55%	Less Good
4.	0% - 39%	Not Good

Then for this research data analysis procedure can be described in the chart as follows:

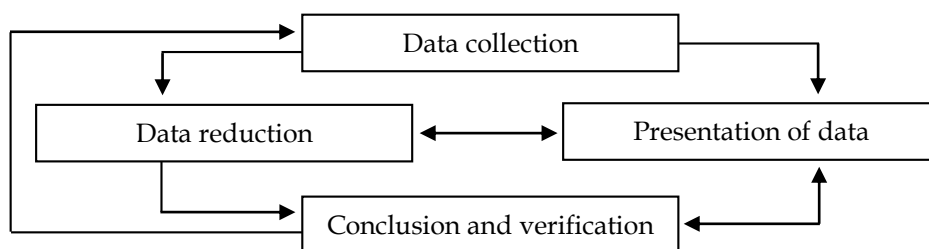


Figure 2. Data Analysis

RESULT

In terms of Education, madrasah institutions have roles and functions (Arif, 2013), including the following:

- a. Develop the intelligence of the mind and provide knowledge to students.
- b. Specializes in education and teaching.
- c. Efficiency. Education is carried out in a specific and systematic program, also the number of students in large numbers will provide efficiency for children's education and also for parents.
- d. Socialization, which is the process of development of the individual into a social being capable of adapting to society.
- e. Conservation and cultural transmission, that is, the maintenance of cultural heritage. This can be done with the search and delivery of culture to students as the younger generation.
- f. Transition from home to society. Schools become a place for children to train their own standing and children's responsibilities in preparation for entering society.

This function will be realized if there is good cooperation and communication with all parties including education providers, students, and parents so that education at school will be successful. In addition, there is a need for good leadership from the principal so that the process of education can run well. Similarly, in Madrasah Aliyah Negeri 2 Majalengka, there is a need for good leadership that can move subordinate employees to be able to carry out their duties and functions in providing education services, to create a quality education that can print the next generation of intelligent people based on faith, piety, and noble character.

Implementation of Leadership Conducted by the Head of Madrasah Aliyah Negeri 2 Majalengka

From the results of respondents regarding the implementation of leadership by the head of Madrasah Aliyah Negeri 2 Majalengka, it can be seen that the highest recapitulation value in the application of leadership techniques as in the following table:

Table 3. Recapitulation of the Value of the Application of Leadership Techniques by the Head of Madrasah Aliyah Negeri 2 Majalengka

No	Question dimensions and indicators	Total	
		F	%
1.	Ripening technique/retainer setup		
	- Coaching, guidance, direction, and description	11	55
	- Participate in training	11	55
2.	Human relations engineering		
	- Awards to outstanding employees	13	65
	- Provide decent needs	11	55
3.	The technique serves as an example		
	- Set an example of discipline	13	65
	- Provide policies by expectations	13	65
4.	Techniques of persuasive and giving orders		
	- Clarity in giving orders	11	55
	- Accuracy in giving orders	11	55
5.	Suitable communication use techniques		
	- Two-way communication between superiors and subordinates	15	75
6.	- Instructional communication	14	70
	Technical provision of facilities		
	- Completeness of work facilities	11	55
	- Maintenance of work facilities	10	50
Total		144	720
Average			60

Based on the table above, it can be seen that the average number of new values reached 60% so when connected with the measurement criteria of new data analysis achieved the predicate "good enough". Based on this, it can be concluded that it turns out that the head of Madrasah Aliyah Negeri 2 Majalengka in the implementation of his leadership still needs to try again to apply leadership techniques.

Employee Performance at Madrasah Aliyah Negeri 2 Majalengka

From the results of respondents regarding the achievement of employee performance at Madrasah Aliyah Negeri 2 Majalengka, it can be seen that the highest recapitulation value of employee performance is listed in the following table:

Table 4. Recapitulation of Employee Performance Achievement in Madrasah Aliyah Negeri 2 Majalengka

No	Dimensions and Indicators of Employee Performance	Total	
		F	%
1.	Effective		
	- Work performed by the basic duties of each employee	11	55
	- Implementation of work-by-work procedures and applicable rules	11	55
2.	Efficient		
	- There is no waste of budget in the implementation of work	13	65
	- Implementation of work by the established budget activities	12	60
3.	Quality		
	- The results of the work by the expected objectives	12	60
	- The results of the work by the targets set	10	50
4.	Timeliness		
	- Work completed correctly and on time	11	55
	- There is no waste of time in the implementation of work	11	55
5.	Productivity		
	- The results of the work can meet the needs of employees and organizations	14	70
	- Increasing the creativity of employees in the implementation of work	13	65
6.	Security		
	- Ensuring the safety of employees in the performance of duties	12	60
	- Creation of a comfortable working environment	13	65
Total		143	715
Average percentage = $\frac{715}{12}$			59,6

Considering the table above, it can be seen that the performance of employees at Madrasah Aliyah Negeri 2 Majalengka is not optimal. This can be proven by the recapitulation data by obtaining an average value of 59.6%, which means that it has just achieved the predicate of "good enough".

DISCUSSION

Based on the results of respondents to the implementation of the leadership of the head of the Madrasah and the achievement of employee performance at Madrasah Aliyah Negeri 2 Majalengka, it can be seen that the implementation of leadership has a parallel relationship with the improvement of Employee Performance, This is evidenced by the achievement of the highest average of the implementation of leadership that.

Obstacles Faced by the Head of the Madrasah in the Implementation of Leadership in an Effort to Improve Employee Performance in Madrasah Aliyah Negeri 2 Majalengka

Madrasah Aliyah Negeri 2 Majalengka as one of the educational organizations has a very important role in realizing the national goals in the field of education as mandated at the opening of the 1945 Constitution, namely educating the life of the nation. So that the implementation and management of education must be implemented appropriately so that the goals can be achieved effectively and efficiently.

To achieve this goal, the head of the Madrasah is required to be able to apply leadership techniques well to create the implementation and management of quality education in Madrasah Aliyah Negeri 2 Majalengka. Principals in the implementation of leadership still have not fully implemented the leadership techniques, this is due to still get some obstacles such as:

- a. Maturation techniques/preparation of followers, turned out to be obstacles, namely: the limited time owned by the head of the Madrasah led to a lack of intensity to provide guidance, guidance, direction, and information as well as training to employees in the performance of their duties and functions.
- b. In applying persuasion techniques and giving orders, there were obstacles, namely differences in the ability of employees to cause errors in responding to orders given and accuracy in giving tasks.
- c. In applying the techniques of providing facilities, the head of the Madrasah faces obstacles, namely limited funds, causing a lack of work facilities that support and assist the implementation of employee duties. As well a lack of discipline from employees in maintaining work facilities so there are work facilities that are not maintained and are less functional (damaged).

Efforts Made by the Head of the Madrasah to Overcome Obstacles to Improve Employee Performance in Madrasah Aliyah Negeri 2 Majalengka

A good organization is an organization that is able to innovate and answer all the challenges faced so that organizational activities can run well in an effort to achieve the goals set. Similarly, in Madrasah Aliyah Negeri 2 Majalengka to improve employee performance, the head of the Madrasah made efforts to overcome all challenges and obstacles in the implementation of his leadership. The efforts made by the head of the Madrasah to overcome obstacles in the application of leadership techniques are as follows:

- a. To overcome the limited time of the head of the Madrasah, efforts are made by delegating authority to subordinates in accordance with their fields to provide direction, guidance, and guidance that continues by the implementation of the duties and functions of the employees in the work unit, so that the employees have a mature mindset, mature and responsible.
- b. To overcome the differences in the level of ability of employees, the head of the Madrasah seeks to organize and provide opportunities for employees to participate in education and training that can improve the abilities of employees. So that errors in receiving orders and inaccuracies in giving orders can be avoided.
- c. To overcome the limited funds and costs, the head of the Madrasah tries by submitting a budget application to the local government every year and arranging the budget based on a priority scale according to his needs.

CONCLUSIONS AND RECOMMENDATIONS

Based on the discussion of the implementation of leadership to improve employee performance at Madrasah Aliyah Negeri 2 Majalengka, it can be concluded that: attention to the implementation of leadership techniques by the head of the Madrasah turned out to have just reached the highest value of 60%. Thus, the implementation of leadership by the head of the Madrasah just achieved the title of "good enough". This is proof that leadership techniques have not been fully implemented. And for the performance of new employees to reach a value of 59.6%, or achieve the predicate "good enough", it proves that employee performance has been implemented but not optimal. Thus the hypothesis in this study, namely: "if the implementation of leadership by the head of the Madrasah based on leadership techniques, then the performance of employees at Madrasah Aliyah Negeri 2 Majalengka increased", can be tested and acceptable.

FURTER STUDY

As for some suggestions as input or consideration in order to streamline the implementation of leadership itself, among others, as follows:

- a. Considering the implementation of leadership is the right way to improve employee performance, therefore its implementation should be guided by leadership techniques.
- b. Should always evaluate each task execution, to know the factors of deficiencies and factors of obstacles in improving the performance of subordinates, so that the implementation of the next tasks can be anticipated and how to overcome the deficiencies and factors of these obstacles.
- c. The head of the Madrasah should take the time to be able to provide guidance, guidance, direction, and information to employees in the performance of their duties.

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