

## **Madrasah Head Strategic In Improving The Performance Of Madrasah Aliyah Teachers In Tangerang District**

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### **Abstract**

The purpose of this study was to find out the strategic management activities carried out in internal and external environment at Madrasah, obstacles encountered, and solutions to overcome problems. The research method uses a qualitative approach that describes the findings at the research location. Data collection techniques through interviews with school principals, curriculum representatives, teachers, and students. Field observation to find phenomena that occur. Documentation studies in the form of official records, books, photos of school activities. Research results show that: (1). Strategic planning in improving the performance teachers, has been implemented in the form of guidelines, which compile all aspects that follow the functions to be carried out, according to the priority scale that will be carried out, namely identifying problems in improving teacher performance. (2). The organizing strategy has been carried out in the form of establishing delegation and management functions, although not all aspects and functions of organizing have been carried out properly, namely the division of labor has not been based on the competence possessed by the teacher. (3). The implementation strategy has been carried out in the form of implementing programs that have been planned to improve the performance teachers, but there are still important aspects in the implementation which are still annual routines that tend to be administrative (4). Strategic Evaluation has been carried out in the form of a strategic management oversight function. (5). Obstacles encountered are the supervisor and teacher factors, educational facilities, and budget / for financing, which are the main obstacle factors in implementing.

**Keywords.** Strategic Management, Head of Madrasah, Teacher Performance

### **1. Introduction**

Governance in education units in achieving national education goals theoretically can be seen from the perspective of an effective school. [Sutarman., \(2020\)](#). This concept is an effort

to achieve national education goals effectively or manage educational units effectively (effective school), and the word effective itself implies the degree of achievement of the goals set, so efforts to formulate constructs and indicators of school effectiveness cannot be separated from the concept of ability. in the competencies to be developed through education in schools.

Strategic Management for an organization is a large-scale plan that is oriented to the long term far into the future and determines it in such a way as to enable the organization to interact effectively with its environment in competitive conditions, all of which are directed at optimizing the achievement of the goals and various targets concerned.

The stages of strategic management, namely planning (formulation) Strategy, Strategy Implementation and Evaluation, and strategic management in an organization will provide the following benefits: Provide long-term directions to be aimed at, help organizations adapt to changes that occur, make an organization more effective, identify the comparative advantages of an organization in an increasingly risky environment, strategy-making activities will enhance the organization's ability to prevent future problems from arising, employee involvement in strategy-making will further motivate them to implement, reduced overlapping activities, reluctance to change of old employees can be reduced.

In her journal, Setiawati states that strategic management is an art (skill), technique, and science to formulate, implement and evaluate and monitor various organizational functional decisions (business and non-business) which are always influenced by the internal and external environment, which are constantly changing so that they can provide the ability to the organization to achieve the goals as expected.

Public and private Madrasah Aliyah in Tangerang Regency to improve the quality of Madrasahs shows that the role of the Head of Madrasah is still not optimal in strategic management, as well as evaluating and controlling the implementation of the Strategy. [Zainuddin., \(2017\)](#). This is due to several reasons, including (1). Lack of commitment by Madrasah Principals to establish and maintain the discipline of strategic planning, organizing, implementing, and evaluating. (2). Lack of opportunity for Madrasah Heads to take part in various strategic management pieces of training to improve the quality of madrasahs. The role of education management is important because the role of education will strengthen the existence of human resources in global competition. In the context of such a vital configuration, unfortunately, the world of education in Indonesia has experienced a decline in the Spirit of educational struggle which has implications for the low quality of education, especially in understanding the historicity of madrasa Islamic educational institutions.

Education is a deliberate process, of course, education is aimed or has goals to be achieved. To achieve these educational goals, of course, there must be content or materials that must be conveyed, educators, students and there is a process of educational interaction taken to achieve goals, or evaluation activities to find out the extent to which results have been achieved through the process and educational materials provided.

Principals who are committed to improving quality through strategic management. Therefore, to improve the quality of education referred to primarily in the formal education pathway, of course, high integrity and leadership quality of Madrasah Principals are needed, as quality school management and a conducive school environment or school organizational climate, both internal and external. Madrasah principals must be committed to translating the vision of education, developing school culture, and internalizing the spirit of continuing education quality improvement.

Madrasah principals in carrying out changes must be able to mobilize all school staff to support these reforms. School improvement focuses on human improvement, including the Madrasah Principal. That school improvement towards improving the quality of education can take place continuously if the Madrasah Head can build self-development efforts at the heart of each school personnel. Because schools that have been successful in carrying out reforms

have access to developing school relationships. Madrasah heads, teachers, and education staff with the community and schools have a culture of being responsive to the needs of the community.

## 2. Research Methods

The research method uses descriptive-analytical research with a qualitative approach. [Murni, Ratna., \(2017\)](#). This method is used to describe the phenomena studied where research is to explore data and information related to the strategic management of Madrasah Heads in improving the performance of Madrasah Aliyah teachers in Tangerang Regency. To obtain objective and valid data in this study.

### 2.1. Data collection technique

How to obtain data from various data sources is done by means of field observations, interviews with informants, and documentation studies, including the following:

- a. Observation through observations at school locations where researchers were directly involved in finding data on teachers and learning activities in schools. By looking, noting the phenomena that occur in the field
- b. Interview. The interview technique is carried out orally in the face-to-face stage to get as much information as possible. Conversations are conducted between two or more people and take place with the informant being the person being studied and the interviewer being the researcher. Interviews are used as a data collection technique if the researcher wants to get several types of questions that have been prepared and also with in-depth dialogue on the research focus
- c. Documentation Study. The Documentation Study is used to capture data on written documents that are related to strategic management issues in improving the performance of Madrasah Aliyah teachers in the Tangerang Regency. The documentation study in carrying out this research took steps including requesting documents in the form of written notes which are often used to obtain document data regarding strategic management in improving the performance of Madrasah Aliyah teachers in Tangerang Regency.

## 3. Results and Discussion

### 3.1. Profile of Madrasah Aliyah Negeri 3 Tangerang Regency

Madrasah Aliyah Negeri 3 Tangerang is one of the senior secondary educational institutions under the auspices of the Ministry of Religion. Institutionally Madrasah Aliyah Negeri 3 Tangerang is the spearhead in carrying out the tasks of providing educational services to the community in the Sukadiri District and its surroundings. The institution's task is to provide educational services to the community and to transform knowledge in organizing education for the nation's next generation by combining general knowledge with religious knowledge. [Aqliyah, Afiatul., \(2020\)](#). The community's need for education and religious knowledge is increasing, so the duties and functions of Madrasah Aliyah Negeri 3 Tangerang, can encourage educational institutions to continue to increase quantity and quality. Improving the quality of Madrasah Aliyah Negeri 3 to continue to be pro-active, creative, innovative and aspirational, and dynamic so that its function as an institution for transforming knowledge can be maximized.

- a. Vision. [Madin., \(2016\)](#). Becoming a Madrasah that excels in achievement, is sincere in service, and can create human resources with noble character and environmental culture in 2022.
- b. Mission. To realize this vision, some initiatives have been initiated, including: (1). Growing appreciation and practice of Islamic religious teachings and national culture. (2). Improving the mindset and attitude of God based on the values of faith and piety. (3). Growing and encouraging the application of environmentally sound science and technology. (4). Fostering a competitive and cooperative spirit for all madrasah members (5). Encouraging graduates who are competent, qualified, accomplished, have a noble character, and believe in Allah SWT. (6). Completing information technology-based educational infrastructure. (7). Develop research activities and other divine activities. (8). Optimizing extracurricular activities to foster independence. (9). Promote community participation in improving the quality of madrasahs as a whole. Providing excellent educational services to the community.
- c. Objective. Education at Madrasah Aliyah Negeri 3 Tangerang is directed to achieve the following objectives: (1). Excellent in religious activities and environmental awareness actions. (2). Able to create a clean, beautiful, orderly, beautiful, comfortable, and safe environment, which is conducive to education and learning. (3) The formation of a madrasa culture that familiarizes Islamic behavior. (4). Able to become "Madrasah with Achievement" which is always the first choice of society. (5). Excellence in learning services that are Islamic, innovative, creative, effective, and fun. (6). Achievement in the development of environment-based learning. (7). Excellent in achievement and acquisition of academic grades above the graduation standard. (8). Achievement in academic and non-academic competitions at regional, national, and international levels. (9). To produce graduates who have superior and competitive competence in academic and non-academic fields, to continue their studies to a higher level. (10). Excellent in the mastery of science, environmentally sound technology, and art, to maintain the nation's values and culture in the global era. (11). Excellent in the application of ICT-based educational information management. (12). To produce graduates who have life skills in life skills, both general skills in general skills and special skills in special skills. The establishment of a strong madrasah network.

### **3.2. Internal Environmental Analysis of the Strategy of the Head of Madrasah Aliyah Negeri 3 Tangerang in Improving the Performance of Madrasa Teachers**

The Madrasah Head as the highest leader at Madrasah Aliyah Negeri 3, needs to create a conducive working atmosphere that is comfortable and calm. [Sopian, Ahmad., \(2016\)](#). To create a conducive learning climate for students, the head of Madrasah Aliyah Negeri 3 Tangerang strives to:

- a. Manage the physical environment of the madrasa. Creating a comfortable and beautiful atmosphere Creating a conducive, comfortable, and beautiful environment is something that is needed by all components of the madrasa, both teachers and students. Because a comfortable and beautiful madrasah environment can provide enthusiasm for teachers to teach and awaken students' nat in learning. For the arrangement of the environment, the head of Madrasah Aliyah Negeri 3 Tangerang pays great attention to the beauty of the environment, where every homeroom teacher and teacher is advised to make the classroom's yard good by planting various types of flowers that can be arranged so that it looks beautiful and neat.

- b. Forming a healthy working atmosphere and climate. Creating a healthy and harmonious work atmosphere among madrasah residents is one of the very strategic capitals for creating an exciting learning climate. Syam, Atika., (2016). And conversely, an inharmonious relationship can cause various potential vulnerabilities such as disharmonious relationships, disconnection of communication between teachers and even the joint responsibility for maintaining the madrasa will be lost.
- c. In efforts to improve the quality of teacher work, ka always encourages every teacher to excel so that other teachers can emulate it, and the most important thing for ka is to always provide motivation and encouragement to all teachers so that they are always motivated in carrying out every task assigned to them. Besides motivating, what is always done is to give a fair value at the end of each year
- d. The managerial ability of the Madrasah head has a positive and significant effect on the quality of Madrasah Aliyah Negeri 3 Tangerang teacher administration. Likewise, the quality of administration has a positive and significant effect on the quality of teacher administration at Madrasah Aliyah Negeri 3 Tangerang. In this way, to improve the quality of teacher administration, the Madrasah Principal should improve managerial technical skills, because the progress and decline of a Madrasah cannot be separated from the role of the Madrasah Principal.

### 3.3. Formulation of the Strategy of the Head of Madrasah Aliyah Negeri 3 Tangerang Regency in Improving Teacher Performance

In connection with the vision, mission, strategic plans, and operational plans according to the results of the interviews and documentation studies carried out, it shows that the vision which sets out the principles from which the implementation was built at Madrasah Aliyah Negeri 3 Tangerang is. Murni, Ratna., (2017). Becoming a Madrasah Aliyah that excels in service and can create human resources with noble character and environmental culture in 2023.

The results of documentation based on the mission to realize this vision, some programs have been launched, including:

- a. Growing appreciation and practice of Islamic religious teachings and national culture.
- b. Improving good mindsets and attitudes based on the values of faith and piety.
- c. Growing and encouraging the application of environmentally sound science and technology.
- d. Fostering a competitive and cooperative spirit for all madrasah members
- e. Encouraging graduates who are competent, qualified, accomplished, have a noble character, and believe in Allah SWT.
- f. Complete educational infrastructure based on information technology.
- g. Develop research activities and other divine activities.
- h. Optimizing extracurricular activities to foster independence.
- i. Mobilizing community participation in improving the quality of madrasahs as a whole.

Documentation results based on the strategic plan stipulate (a). Implement quality improvement consistently and sustainably in the context of organizing Madrasah Aliyah Negeri 3 Tangerang; and (b). Utami, Sri., (2019). Producing quality improvement documents, institutions, and tools needed in the context of implementing quality improvement in Tangerang madrasahs. (c). Building every element of education organizers so that they have awareness and are responsible for the culture of quality in the administration of State Madrasah Aliyah 3 (d). Assist in achieving the Accreditation level of Institutions and Study Programs following quality improvement policies and strategic plans set by Madrasah Aliyah (e ).

Realization of operational management of Madrasah Aliyah Negeri 3 Tangerang which is based on the applicable quality system

### **3.4. Strategic Implementation of Principals of Madrasah Aliyah Negeri 3 Tangerang Regency in Improving Teacher Performance**

The implementation carried out by Madrasah Aliyah Negeri 3 is in the form of socialization, simulation, mobilization, movement, motivation, and control. [Armstrong, Michael., \(2021\)](#). The implementation is carried out to achieve the expected goals of Madrasah Aliyah Negeri 3.

The principal's strategy in improving the quality of Aliyah teacher performance, before the strategy is implemented in the MA, needs to be simulated first so that it fits the implementation according to the expectations that have been planned from the start so that what is expected from improving teacher performance can be realized.

Improving the performance of Madrasah Aliyah Negeri 3 teachers in Tangerang Regency can be achieved quickly, so it is necessary to mobilize all elements in the madrasa. [Zakariah, M. Askari., et al., \(2020\)](#). The mobilization was carried out for all teachers, staff, and school committees so that all elements in the madrasa were mobilized simultaneously on all lines, and an increase in teacher performance could be realized, which in the end the quality of the student graduates would increase.

Control is carried out so that the activities or programs planned to improve the performance of Aliyah teachers are following the expectations of the government, students' parents, students, and graduate users. The impact of this control is that all teacher performance improvement programs do not deviate from the desired goals. In implementing quality improvement management, the Head of Madrasah Aliyah Negeri 3 must always understand Madrasah as an organic system, which consists of several supporting components, such as educators and educational staff

The Madrasa head is one of the Madrasah resources called human resources which has the task and function of coordinating and harmonizing human resources with the implementers referred to in this case being the deputy head of the Madrasa, educators, education staff, and other components involved. [Sutarman., \(2022\)](#). In the process of planned program activities, through some management inputs to be able to carry out learning process activities through teacher performance, so that the learning process can take place properly and produce quality education as the expected output

### **3.5. Evaluation of the Principal's Strategy for Madrasah Aliyah Negeri 3 Tangerang Regency in Improving Teacher Performance**

Routine evaluation is carried out by the head of Madrasah Aliyah Negeri 3 Tangerang Regency. Evaluate various activities that have been running in several learning processes in madrasahs. [Ananda, Rusydi., \(2018\)](#). Evaluation of learning materials, delivery of material and mastery of material, as well as teacher preparation to start learning, which aims to find out how far the teacher's performance has progressed, and as expected by the madrasah.

Evaluation of all learning and educational achievements in each madrasa program, as a measure of the success of school principals in improving teacher performance through extra-curricular activities, which have been programmed to be carried out for each madrasa teacher, as a guideline to be used as a target in improve the quality of education. [Kamijan, Yuyun., \(2021\)](#). Through the annual education program. Including the Madrasah budget plan that has been agreed upon in terms of amount and nominal as well as expenditure receipts, which is the elaboration of the target of improving the quality of education to be achieved.

In an effort to improve the quality of madrasas, it has been running as expected by madrasas. [Emda, Amna., \(2016\)](#). Which include: Madrasas are flexible in managing existing resources, in accordance with developments. In financing for operations, namely: (1). In allocating funds according to the priority scale of activity programs that have been agreed and determined (2). Allocating educational costs through the learning process (3). Evaluating the implementation of the curriculum has been running according to curriculum standards that are applied periodically, teachers have an important role to play in developing curriculum according to content standards and learning processes, these learning materials have beneficial effects and relevance for students at state madrasah aliyah 3. Can create a harmonious learning atmosphere and fun, so that students grow and develop to master knowledge, be skilled, have a wise attitude, have character and be able to master emotions.

### **3.6. Obstacle factors faced by the Head of Madrasah aliyah Negeri 3 Tangerang Regency in Improving Teacher Performance**

The inhibiting factors faced by Madrasah heads in improving teacher performance are as follows:

- a. The human resource factor, according to the findings and problems such as the mindset of teachers who are used to old patterns and do not wish to keep up with technological developments, especially in the ICT field. [Ananda, Rusydi., \(2018\)](#). which has an impact on stagnant teaching competence in the classroom, because it is left behind by the times, namely the use of information technology and communication media. So the problem lies in the teacher's lack of mastery of ICT and also the teacher is not following the basics, and does not carry out training so it is not optimal.
- b. Factors of educational facilities and learning media are one of the supports for teaching and learning activities, with its limitations can be an obstacle to achieving educational goals, such as laptops and in focus as educational technology that many madrasas have for use in learning activities, based on data obtained madrasas only have 3 units of computers for learning activities in carrying out exam independently
- c. The learning method used in the learning activities at Madrasah aliyah Negeri 3, namely using the lecture method, but the dominant method used lecture method which does not vary in learning, is not supported by professional abilities so variation methods are not used in learning.

## **4. Conclusions and Suggestions**

### **4.1. Conclusion**

Based on the results of research findings, interpretations, and discussion, several conclusions are obtained, namely as follows:

- a. Analysis of the school environment in improving the performance of Aliyah madrasah teachers. Done by using environmental factor analysis. The principal of the madrasa conducts environmental observations by analyzing the strengths, weaknesses, opportunities, and threats that the school has so that strengths and opportunities can be increased. While weaknesses and threats can be minimized. Socio-economic conditions become a weakness that must be increased to become a strength, and threats from similar madrasas as threats that must be eliminated become opportunities.
- b. The strategic formulation of madrasa heads in improving teacher performance has been carried out by preparing strategic plans, development master plans, and school operational plans. In general, planning as outlined in formal documents prepared for

the learning process needs to be monitored for school accreditation. As a policy that is fully used as a guide in the implementation and development of teacher performance.

- c. The strategic implementation of the head of state madrasah aliyah 3 in improving teacher performance has been carried out through several activity programs, many activity programs have been managerial, while those that are academic have been carried out but are still not optimal.
- b. The strategic evaluation of the head of state madrasah aliyah 3 in improving teacher performance has been carried out to monitor progress in implementing program activities according to planning, taking inventory of problems related to improving teacher performance. Monitor the learning process related to teacher performance which is carried out starting from input, the process to output, but it is not optimal because community participation is still lacking

#### 4.2. Suggestion

Based on the discussion and conclusions above, several suggestions can be recommended, namely the following:

- a. For madrasa heads in analyzing the strategic environment, they should make observations by analyzing strengths, weaknesses, opportunities, and threats that can be minimized. Socio-economic conditions as weaknesses that must be eliminated become strengths and threats that can affect the character of students. So that learning outcomes are less than optimal and student achievement affects madrasah achievement and affects teacher performance.
- b. For Aliyah madrasah teachers in implementing teacher performance improvement, they should improve the teacher's ability to meet performance standards. through the implementation of madrasah activity programs that have been planned at the beginning of each year. Carry out managerial programs, and academic programs. So that the implementation in improving teacher performance as a whole can be integrated, will be able to realize program so that the desired goals are achieved.
- c. For future researchers who are concerned with improving teacher performance in Madrasah Aliyah, to use multiple methods because they have not been implemented differently, both in terms of input, process, and output. In general, there is still a lot to do with planning, organizing, implementing, and evaluating methods that are not integrated creating difficulties for interested parties in utilizing the research results.

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