

# IMPLEMENTATION OF HEAD OF MADRASAH MANAGEMENT FOR INCREASING ASATIDZ PROFESSIONALITY IN MADRASAH ALIYAH SWASTA KARYA SEJAHTERA EDUCATION FOUNDATION PADANGSIMPUNAN

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### Abstract

The role of the head of the Madrasah Aliyah Swasta (MAS) Karya Sejahtera Education Foundation (KSEF) Padangsidempuan as a madrasah manager largely determines the high or low level of professionalism of Asatidz (teacher) and all of his supporting staff (officers/administrative staff) and especially students who carry out education at MAS KSEF. As a manager, the head of the MAS KSEF Padangsidempuan carries out management functions, such as planning, organizing, implementing, and controlling or POAC. The Head of MAS KSEF Padangsidempuan mobilizes and directs them so that they can carry out their daily tasks with good results as assigned to them. This study aims to obtain information about the application of Madrasah head management to increase the professionalism of Asatidz at MAS KSEF Padangsidempuan from the aspects of 1) planning, 2) organizing, 3) implementation, and 4) controlling. This study uses the case study method to obtain primary data and secondary data. Primary data is in the form of interviews and observations of Madrasah human resources and secondary data is in the form of madrasah documentation. The results of the study found that (1) the Head of MAS KSEF was quite good at planning activities (2) the Head of MAS KSEF was quite good at organizing activities, (3) the Head of MAS KSEF was quite good at carrying out activities, and (4) the Head of KSEF was quite good at controlling activities.

**Keywords:** Madrasah Management, Head of the Madrasah, MAS Karya Sejahtera, MAS KSEF Padangsidempuan

## INTRODUCTION

The elements that are prioritized in Madrasah (Ibtidaiyah, Tsanawiyah, and Aliyah) are leaders, teachers, students, hardware, software, and the teaching of Islamic religious subjects (Dulay, 2001). From these elements, the Madrasah as a schooling organization is led by a leader who is commonly called the principal. Etymologically, the principal can be interpreted as a school principal whose daily duties are carrying out school principal duties, namely everything related to the main duties and functions of the school principal.

This explanation is considered important, because there are several terms to refer to the position of the principal, such as school administrator, school leader, school manager, and so on. The Madrasah head is a leader who has a very important role in improving madrasah education. The head of the Madrasah has and always improves the ability to serve, and creativity to be

able to carry out tasks in a professional manner. Furthermore, the head of the Madrasah with its management function plays a role in planning, organizing, implementing, and controlling all Madrasah activities, as well as directing and driving the entire process of activities in the Madrasah he leads.

In other words, the head of the Madrasa is responsible for managing elements of the Madrasah organization, such as teachers and administrative staff to support the smooth running of the Madrasah's organizational activities. Furthermore, in Article 12 paragraph 1 PP 28 of 1990 that: "the principal (Madrasah) is responsible for organizing educational activities, school administration, developing other educational staff, and utilizing and maintaining infrastructure (E. Mulyasa, 2007).

The school principal (Madrasah) in carrying out his duties is now supported by Government Regulation Number 19 of 2017 as a change from Government Regulation Number 74 of 2008 concerning Teachers (Ustadz), namely the Madrasah head has the freedom to carry out his duties. In article 15 paragraph (1) point b it is stated that the principal of a school/madrasah is a teacher (Ustadz) who is assigned the role of head of an education unit. This means that the principal (Madrasah) is a teacher (ustadz) who gets additional assignments.

Furthermore, the Madrasah head as a manager plays a major role in improving the Madrasah he leads, so for this purpose, the Madrasah head must try to improve the professionalism of the Madrasah teachers he leads. As is well known, the high or low quality of graduates of a Madrasah is determined by the Asatidz at a Madrasah, because this Madrasah Asatidz is one of the sources of knowledge (scientific concepts) received by Madrasah students.

In connection with this intention, the main thing for improving the learning outcomes of Madrasah students is increasing the professionalism of the Madrasah Asatidz, so the role of Madrasah Asatidz as the spearhead of the success of madrasah students' needs attention. Added to this are cases of uneven distribution of teachers (Ustadz), the lack of professionalism of a teacher (ustadz), and sometimes the lack of competence of teachers (ustadz) in teaching students (santri) (Rahel Narda Catherine, 2021), so that it also influences the high or low graduates of a Madrasah.

Based on several facts in the world of education in general and Madrasah (educational institutions under the auspices of the Ministry of Religion) which tend to implement teacher-centered learning activities (ustadz) (teacher-centered), on the other hand, very few educational activities apply student-centered learning, It is highly suspected that the educational graduates produced by a Madrasah are still relatively low.

From that, there is a need for research to obtain information about the implementation of Madrasah head management to increase Asatidz professionalism at MAS KSEF Padangsidempuan.

## **METHOD**

This research was conducted at MAS KSEF Padangsidimpuan, North Sumatra, Indonesia. This study uses a qualitative approach to obtain important information to be described as research results, namely from the results of interviews, observations, and documentation.

Through a qualitative approach, it is possible to understand the phenomenon of what is experienced by research subjects, such as behavior, perception, motivation, action, etc. holistically, and by way of descriptions in the form of words and language, in a special natural context and with utilizing various natural methods (Moleong, 2012).

The data collected in this study consisted of several data from MAS KSEF Padangsidimpuan, such as Madrasah profiles, Madrasah head management, and Madrasah documentation. Then as a source of research data or research resource persons, namely the head and assistant at MAS KSEF Padangsidimpuan. After that, the informants for this study were as follows: the head of the madrasah, the deputy head of the madrasah curriculum area, the head of administration, the head of the madrasah committee, and Asatidz.

Research data collection started from several informants, and direct observations that had been written down in field notes, interview transcripts, and documentation. Next, the data that is not needed is reduced and abstracted. In the process of selecting, examining, and checking the validity of research data, researchers apply triangulation techniques, namely checking the validity of data that utilizes something else (Moleong, 2012).

Triangulation for this study, researchers used source triangulation, in which researchers compared answers from several sources selected by researchers to obtain valid final results.

## **RESULTS AND DISCUSSION**

Based on research data from interviews, observations, and documentation, the researchers then described the results of the research findings, as follows the head of the MAS KSEF is quite good at mastering management, starting from the preparation of program activities, organizing program activities, action/implementation of program activities, and controlling program activities.

Next, the teaching staff (Asatidz) and education staff (administrative staff) are quite professional in carrying out their duties, so MAS KSEF Padangsidimpuan can absorb the wishes of the surrounding community in several areas outside Padangsidimpuan to send their children to this Madrasah.

Based on the findings from the research data, several research results can be discussed as follows.

- a. Implementation of Planning Management by the Head of Madrasah for Asatidz Professionalism Improvement Program Activities at MAS KSEF Padangsidimpuan. The head of the Madrasah makes an activity plan to improve the professionalism of Asatidz very well through a democratic process. This plan includes short, medium, and long-term activities. All plans are neatly arranged and evaluated every 3 months. Especially for long-

- term activities, the Madrasah head discusses them through certain meetings, so that each activity that has been carried out can be revised every three months. The head of the Madrasah has carried out activity planning management properly in accordance with existing guidelines so that professional Asatidz activities are always guided by established procedures.
- b. Implementation of Organizing Management by the Head of Madrasah for Asatidz Professionalism Improvement Program Activities at MAS KSEF Padangsidimpuan.
  - c. The Madrasah head organizes the activities of the Asatidz professional development program by planning very well, namely dividing tasks or delegating work according to the expertise of each assigned person. In this case, the head of the Madrasah delegates his leadership authority to the chief executive of the activity so that the deputy head of the madrasa and Asatidz has responsibility for the program activities that have been prepared according to plan. Furthermore, so that the implementation of program activities is carried out well, the head of the Madrasah also includes human resources (HR) both from within the Madrasah and outside the Madrasah. This is intended so that the implementation of increasing the professionalism of asatidz can be carried out optimally. The inclusion of human resources both from within and from outside to obtain important input, so that it is hoped that all implementation of Asatidz professionalism improvement program activities can be carried out optimally.
  - d. Implementation of Action Management/Implementation by the Head of Madrasah for Asatidz Professionalism Improvement Program Activities at MAS KSEF Padangsidimpuan. The head of the Madrasah carries out the actions/implementation of Asatidz professional development program activities by the organization of work very well, namely that each member is assigned by the work delegation. Every task that is carried out remains under control or is directly responsible to the head of the work team. If there are problems found during the implementation of the program activities/actions mentioned above, then everyone who is in charge according to the tasks delegated to him can report to the program activity team leader. The team leader for action/implementation of program activities can consult all members (including the head of the madrasah) if the problem needs to be discussed. From that, it is hoped that the action/implementation of the Asatidz professionalism improvement program activities can be carried out according to plan.
  - e. Implementation of Control Management by the Head of Madrasah for Asatidz Professionalism Improvement Program Activities at MAS KSEF Padangsidimpuan. The Madrasah head controls the activities of the Asatidz professional development program to determine the success of the program activities that have been held. The control of program activities is carried out through monitoring by established procedures. Control of this program is carried out by the head of the madrasa together with the head of the program activity team. Furthermore, the results of activity control by the head of the madrasa together with the head of the program activity team are discussed in meetings at the end of every three months to obtain input or obstacles encountered during the implementation of program activities.

## CONCLUSION

The conclusion of the research is:

1. The head of the Madrasah is quite good at carrying out activity planning management for the Asatridz professional development program. This can be seen from the planning of short-term, medium-term, and long-term program activities. In the process of implementing the planning of the program's activities, the Madrasah head involved all components in MAS KSEF Padangsidimpuan, both the deputy head of the Madrasah, the Head of administration, Asatidz, the Madrasah committee, resource persons and guardians of students as well as all members who are members of the Madrasah committee.
2. The head of the Madrasah is quite good at carrying out the management of organizing the activities of the Asatidz professional development program at MAS KSEF Padangsidimpuan. In the management of organizing this activity, the delegation of tasks or jobs is done by the expertise of each member. Each task is carried out under the control or directly responsible of the work team leader. Implementation of organizing program activities that cannot be carried out by members who are delegated or given responsibility, the team leader immediately replaces them with other members, so that the organization of program activities takes place by the program activity plan.
3. The head of the Madrasah is quite good at carrying out action management/implementation of Asatidz professional development program activities at MAS KSEF Padangsidimpuan. The program activities are in the form of action/implementation of activities according to a well-planned and well-organized follow-up plan (RTL).
4. The head of the Madrasah is quite good at carrying out the management of controlling program activities and monitoring (monitoring) action activities/implementation of program activities. In this case, the head of the program activity team together with the head of the madrasah controls the end of each program activity implementation. The program's activities are in the form of Asatidz creativity development (short-term program), conducting visits to other educational institutions (medium-term program), and reviewing every action management/implementation of activities for improvement (long-term program).

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