



THE MANAGERIAL FUNCTION OF THE MADRASAH HEAD IN CREATING AN EFFECTIVE MADRASAH

Munawir ¹, Dewiyanti ², Mansur ³

¹⁻³ An Nur Islamic University Lampung, Indonesia

Email: nawirmrliwa@gmail.com , yantidewi040@gmail.com , mansur.min20@gmail.com

Abstract: *The managerial ability of the Madrasah head is an important and strategic factor in the framework of improving the quality and progress of the Madrasah he leads. With managerial skills, it is hoped that the Madrasah head can make the Madrasah lead into an effective Madrasah. In an effective Madrasah, the Madrasah head has a strong role in planning, organizing, directing and controlling. The results of the research are: 1) The managerial ability of the Madrasah head in planning to create an effective Madrasah in accordance with the criteria for an effective Madrasah, The managerial ability of the Madrasah head in organizing an effective Madrasah according to procedures, 2) The managerial ability of the Madrasah in directing the creation of an effective Madrasah has also gone well., Managerial ability Control or supervision carried out by the Madrasah head in creating an effective Madrasah by carrying out monitoring and evaluation. From the overall managerial management of Madrasah heads, it can be stated that the Madrasah head at Madrasah Tsanawiyah Darul Ishlah NW, Angsana District, Tanah Bumbu Regency has been able to create an effective Madrasah because he has implemented effective Madrasah indicators which refer to input, process, output and outcome.*

Keywords: *Managerial, Madrasah, Effective*

INTRODUCTION

The managerial head of the madrasah has a very important role in creating the effectiveness of the madrasah. The head of the madrasah must be able to formulate the vision, mission and goals of the madrasah in a clear and measurable manner. They need to carry out strategic planning to identify long and short term goals and the steps needed to achieve them. Formulating the vision, mission and goals of the madrasah clearly and measurably is a very important first step in the

management of the madrasah head. A vision is a picture of the future that a madrasah wants (Kurniasih and Laksono 2020) . The vision must be inspirational, describe the main goals, and reflect the identity and values that the madrasah wishes to emphasize. An example of a madrasah vision could be "To become a leading madrasah that produces the next generation of quality, faith and global insight. The mission explains the role and function of the madrasah in achieving this vision. The mission must be concrete and explain in detail the activities and services that will be carried out by the madrasah. Example The madrasah's mission could be "Providing quality education that is oriented towards the holistic development of students' academic, moral and character. Goals are specific and measurable targets that the madrasah wants to achieve within a certain time period (Kamijan 2021) . Goals must be relevant to the madrasah's vision and mission and can be measured to monitor progress in achievement. An example of a madrasa goal could be "Improve students' academic performance in national exams every year by 10% in the next 5 years." After the vision, mission and goals of the madrasah are determined, the next step is to formulate a strategic plan to achieve these goals. The strategic plan includes concrete steps that will be taken by the madrasah in the short, medium and long term, as well as the allocation of necessary resources. By formulating the vision, mission and goals of the madrasah clearly and measurably, as well as carrying out appropriate strategic planning, the madrasah head can provide clear direction for all madrasah stakeholders and increase effectiveness in achieving the desired achievements (Sodikin, Sukandar, and Setiawan 2022) .

Organize an efficient and effective organizational structure so that all tasks and responsibilities are well distributed among staff and madrasah work units. This includes assigning tasks, delegating authority, and forming productive work teams. Madrasah heads need to ensure that each staff has clear duties and responsibilities according to their skills and capacity. This includes establishing roles and responsibilities for teachers, administrative staff, and other personnel so that all aspects of madrasa activities are well covered. It is impossible for a madrasa head to handle all tasks and decisions alone (Kurniawan 2017) . Therefore, it is important to delegate authority wisely to competent and trustworthy staff. This delegation of authority must be carried out by providing clear guidance and appropriate monitoring mechanisms.

Forming a productive and collaborative work team is very important to achieve madrasah goals. The madrasa head must ensure that the work team is formed based on appropriate needs and competencies, and is able to work together effectively to achieve the set targets. Madrasah heads need to promote a culture of collaboration among staff and madrasah work units. This includes facilitating regular meetings, discussions, and other collaborative activities to improve coordination and communication among team members. The madrasah

organizational structure needs to be evaluated periodically to ensure that it is still relevant to the development of the madrasah's needs and goals. If necessary, changes or adjustments must be made so that the organizational structure remains efficient and can support the achievement of madrasah goals. By organizing an efficient and effective organizational structure and ensuring assignment of tasks, delegation of authority, and formation of appropriate work teams, madrasah heads can create a productive work environment and support optimal achievement of madrasah goals (Efrina and Warisno 2021) .

Provide clear direction to all madrasah members regarding the tasks, goals and expectations that must be achieved. Madrasah principals must be leaders who inspire and encourage work enthusiasm and professionalism among staff and students. Providing clear direction and being an inspiring leader is key to ensuring the success of the madrasah. The following are several things that madrasa heads can do to achieve this. The madrasa head needs to ensure that the lines of communication between himself and all madrasa members are open and transparent. This includes taking time to listen to feedback, questions and concerns that staff and students may be facing. The head of the madrasah must clearly communicate duties, goals and expectations to all madrasah members. This can be done through regular meetings, memos, or direct communication. Ensure that all madrasah members understand what is expected of them (Hanafie Das and Halik 2021) .

As a leader, the madrasa head must be a good example for staff and students in terms of attitude, work ethics and professionalism. The actions and behavior of the madrasa head will influence the work and learning culture in the madrasa as a whole. Madrasah principals must provide support and encouragement to staff and students to achieve the set goals. This can be done by providing positive feedback, recognizing achievements, and providing guidance or motivation when needed. Madrasah principals must be able to inspire work enthusiasm and dedication among staff and students. This can be done by communicating the importance of the madrasa's goals, telling success stories, and creating an environment that supports personal growth and development. Apart from being an inspiring leader, the madrasa head must also build leadership among staff and students. This includes giving them opportunities to take initiative, lead projects, and develop as leaders in their respective fields. By providing clear direction, being a good role model, and inspiring morale and professionalism among staff and students, the madrasah principal can establish a positive learning environment and ensure the madrasah's goals are effectively achieved.

Carry out continuous monitoring and evaluation of the implementation of learning activities, student management and staff performance. This aims to ensure that all activities run according to established standards and provide constructive

feedback for improvement. Continuous monitoring and evaluation of the implementation of learning activities, student management, and staff performance is essential in ensuring the effectiveness of madrasas. Encourage staff professional development through training and development of new skills and knowledge that are relevant to current demands. The madrasa head is also responsible for managing human resources, including recruitment, maintenance and development of employees. Madrasah heads need to evaluate the skills and knowledge possessed by staff, as well as identify training needs needed to improve the quality of teaching and management in madrasas (Warisno 2022) .

METHOD

This research is a descriptive study which aims to provide an overview of an event (Suryabrata 2016) . The research was carried out at Madrasah Tsanawiyah. The data collection methods used include interviews, observation and documentation (Sugiyono 2013) . The data analysis applied is qualitative analysis, where data is analyzed to identify certain relationship patterns. The analytical method used is interactive analysis, which includes data collection, data reduction, data presentation, and drawing conclusions. Data analysis is the process of organizing and grouping data into patterns, categories and basic units, which allows the discovery of themes and the formulation of working hypotheses based on the data (Tersiana 2018) . To ensure the validity of the data, triangulation techniques were used, which is a common way of ensuring data validity in qualitative research. Triangulation involves the use of other data sources outside the data being researched as a method of checking or comparing data (Milles and Huberman 1992) .

RESULTS AND DISCUSSION

This study highlights the important role of madrasah heads in creating madrasah effectiveness through their managerial functions. Based on data analysis from various sources, it can be concluded that madrasa heads have a crucial role in managing various operational and learning aspects in madrasas. The managerial functions carried out by the madrasah head include formulating the vision, mission and goals of the madrasah, setting an efficient organizational structure, professional development of staff, managing the budget, and building effective communication with madrasah stakeholders. The role of the madrasa head in managerial functions is very important in achieving madrasa effectiveness. In terms of formulating the vision, mission and goals of the madrasah, the head of the madrasah must be able to direct all madrasah activities in accordance with the stated objectives. Setting an

efficient organizational structure will ensure the proper distribution of tasks and responsibilities among madrasa staff, so that all activities can run smoothly.

Staff professional development is an important aspect in improving the quality of education in madrasahs. Madrasah heads need to ensure that there is training and skills development that is relevant to the demands of the times for madrasah staff, so that they can make maximum contributions to the learning process. Efficient and transparent budget management is very important in ensuring that available resources are allocated appropriately to optimally support madrasah learning and operational activities. The madrasa head must also be able to build effective communication with all madrasa stakeholders, including students, parents, staff and the local community, so that productive collaboration can be created and supports creating a positive learning environment. Thus, the managerial function of the madrasa head has a significant impact in creating madrasa effectiveness. Madrasah heads need to take appropriate steps in carrying out their managerial functions to ensure that madrasahs can achieve the desired educational goals and provide the best service to students and the community.

The head of the madrasah as a policy maker in the madrasah must also function his role optimally and be able to lead the madrasah wisely and with direction. aimed at achieving maximum goals in order to improve the quality and quality of education in the madrasah which of course will have an impact on the quality of student graduates so that they can be proud and prepare them for a bright future. Therefore, the madrasa head must have insight, managerial skills, leadership charisma and extensive knowledge about the duties and functions of the madrasa head. With such abilities, the head of the madrasah will of course be able to deliver and guide all the components in his madrasah well and efficiently towards the madrasah's goals.

Views regarding management functions always develop from time to time according to needs and position. However, basically the management function is used to achieve a goal systematically effectively and efficiently. According to Henry Fayol, managerial activities are grouped into 5 functions, namely: (a) planning, (b) organizing, (c) commanding, coordinating, and (d) controlling. or abbreviated as PO3C (Rohman 2017) . Therefore, in this context, the madrasa head must be able to carry out his managerial functions in accordance with these stages. Effective Madrasah Effectiveness is a measure that states the extent to which targets/objectives (quantity, quality and time) have been achieved. It was further stated that: effective madrasahs show conformity between the results achieved and the expected results. Abin emphasized that madrasa effectiveness basically shows the level of conformity between the results achieved in the form of achievement or observed outputs and the results. The expected results are objectives, targets and intended outputs as determined.

An effective madrasah is a madrasah that has the ability to empower every important component of the madrasah, both internally and externally, and has a good, transparent and accountable management system in order to achieve the vision and mission of the madrasah's goals effectively and efficiently. In this section, we will describe the managerial research findings of the head of the madrasah in creating effective madrasah studies at MTs at Madrasah Tsanawiyah, Angsana District, Tanah Bumbu Regency, to answer the research questions in the problem formulation in the previous chapter. Based on research data findings in accordance with real conditions in the field obtained from the results of in-depth interviews with main informants and supporting informants as validation of data from the main informants regarding the managerial description of madrasa heads. Data collected from the field outlines planning, organizing, directing and controlling in creating an effective madrasa.

Planning (planning) Planning is an important process and must receive attention if you want a goal to be achieved optimally. Without careful planning , it will be impossible for activities to run smoothly and goals to be achieved. In this planning, all institutional activities are formulated and determined regarding what must be done, why it is done?, why the action must be carried out?, where the action must be implemented?, when will the action be carried out?, who will carry out the action?, and how will the action be carried out? Referring to the planning formula above, the researcher will describe the existing planning at Madrasah Tsanawiyah Darul Ishlah NW, Angsana District, Tanah Bumbu District, District Jati Agung led by the head of the madrasah, Mr. Muhammad Feri Fernadi, M.PdHead of Madrasah at Madrasah Tsanawiyah, as top educational management at educational institutions in madrasahs has the task of making plans. From the documents that the author has found, madrasahs have plans that are realized in the madrasah program. In relation to the madrasah program, the madrasah head must have details of the activities that will be required by the madrasah. Whatever is needed, so that the madrasa's goals can be achieved. This is as stated in the following interview excerpt:

"As the head of a madrasa, I definitely have a madrasa program for the progress of the madrasa, which is a plan for the madrasa strategy."

From the interview above, the action taken by the head of the madrasah is that the head of the madrasah should have a madrasah program whose aim is for the progress of the madrasah, for the effectiveness of the madrasah which is a madrasah strategy in the form of a description of madrasah activities during a predetermined period of time. From the results of the document written by the author of the activity madrasah programs found that the form of madrasah programs created were short-term, medium-term and long-term programs included in the curriculum which

referred to the vision and mission of the madrasah. as quoted from the interview with the head of the madrasah below

:"The madrasa program is included in the curriculum, in the form of short-term, medium-term and long-term program planning, and of course refers to the vision and mission of the madrasa"

Organizing Organizing is an inseparable part of the madrasah. Organization is a collaborative process of two or more people to achieve goals effectively and efficiently. At Madrasah Tsanawiyah, organizing can be seen from the logical division of work, establishing clear lines of responsibility and authority, measuring implementation and achievements achieved. As in the following excerpt from an interview with the head of the madrasah:

"The organizational structure at Madrasah Tsanawiyah is clear and well structured. This can be seen from the description of the organization, the structure of this madrasah is the head of the madrasah → deputy head of the madrasah for Curriculum, deputy head of the madrasah for student affairs, deputy head of the madrasah for the infrastructure department → coordinators → teachers and → students."

The results of the interview excerpts above were then strengthened by the existence of madrasah documents, namely the madrasah organizational structure, starting from the head of the madrasah as the person in charge, coordinating with the deputy head of the madrasah in charge of curriculum, student affairs, facilities and infrastructure, coordinator, teachers and students. Each assigned unit all has its own duties and authorities. Everything must be done with a full sense of responsibility. And the most important thing for each unit is to understand the duties and responsibilities given as per the following interview:

"The responsibilities of each unit in the madrasa organizational structure are in accordance with the focus of each unit of the organizational structure. However, even though they have their own responsibilities , each unit in our madrasa organizational structure provides input to each other for better implementation of their responsibilities."

The organizational form of the madrasah, apart from the position of deputy head of the madrasah, is to give a decree to the teachers' council regarding the distribution of teaching duties and work load for teachers at Madrasah Tsanawiyah, Tanah Bumbu Regency in each new school year. As the Head of the madrasah, coordination and consultation are not only carried out with the teacher council and parents of students, but also carried out with related agencies, such as the DINAS office, and the Ministry of Religion both Provinces and Municipalities for the progress of madrasahs. Apart from coordinating with the above institutions,

Madrasah Tsanawiyah has a Madrasah supervisor who always supervises, assesses/evaluates all madrasah activities, especially teaching and learning activities for the progress of the madrasah. As a result of yesterday's visit by the supervisor of Madrasah, namely Drs. Syahrul AR.M.Pfis with the results: "UNBK is a test that is different from last year, it uses a computer and to use a computer-based test for beginners is very difficult, therefore see it at Madrasah Tsanawiyah Darul Ishlah NW, Angsana District, Regency Tanah Bumbu has carried out this UNBK well, so it can be said that MTs Hidayatul Mubtadiin has reliable work time, and can be useful in all fields."

Direction (directing) The task of a leader or head of a madrasah is to provide direction to his subordinates. In the form of an effort to provide guidance, suggestions and orders so that it goes according to what is planned. Every teacher at Madrasah Tsanawiyah Darul Ishlah NW, Angsana District, Tanah Bumbu Regency already has administration in teaching, in the form of an annual program, semester program, lesson plan, grade book, , Class Journal and Personal Journal. Even though every teacher is aware of their duties and obligations, as the head of the madrasah they always remind and motivate the entire teacher council. The following is an excerpt from an interview with the head of the madrasa: "It is mandatory for all teachers to have it as a guide and as a material for monitoring children's progress. Not only the homeroom teacher but all teachers, when the children are on holiday, it is the teacher's obligation to complete the administration according to the demands." Although the teachers' council does not have teaching hours, they are at the madrasah until the learning activities are finished and end at noon. When there are no teaching hours, time is used to create and complete teaching administration.

At the meeting, namely on February 1 2019 of the same month, the results of the meeting were "starting Monday we will start teaching and learning, the organization is prepared, the administration is prepared, such as absences, lesson limits, grade books and learning tools. Then an interview with one of the teachers, Evi Hartati, S.Pd, who also stated: "Every year the teachers here always make administration for teaching, the head of the madrasah at the beginning of every semester always reminds us, at the new teaching meeting, to make madrasah administration. The madrasa head always checks the teacher's teaching readiness, semester program, annual program, lesson plans, grades journal and class journal. When we have free time, the entire teacher council uses the time to pay attention to teaching administration, correcting student grades and other things that are considered important.

Controlling is carried out in a process from start to finish. Control takes the form of monitoring and evaluation which is closely related to planning. Control is carried out to carry out assessments and corrections. At the Tsanawiyah Madrasah, , control is also carried out by the head of the NW Darul Ishlah Tsanawiyah

Madrasah, Angsana District, Tanah Bumbu Regency for teachers who teach in carrying out activities at the madrasah.

CONCLUSION

Based on the description that has been presented, Madrasah Tsanawiyah. From the entire managerial head of the madrasah, it can be said that Madrasah Tsanawiyah Darul Ishlah is a madrasah that has at least started to move towards being effective, although there are still many obstacles because this madrasah has gradually implemented effective madrasah indicators which refer to input, process, output and outcome of madrasahs.

BIBLIOGRAPHY

- Efrina, Lisa, and Andi Warisno. 2021. "Improving Quality Through Management Implementation at Madrasah Tsanawiyah Hidayatul Mubtadiin." *Journal of Education and Counseling (JPDK)* 3 (2): 214–19.
- Hanafie Das, St Wardah, and Abdul Halik. 2021. "Madrasah Head Managerial Competence & Its Relationship to Teacher Professionalism." UNSPECIFIED.
- Kamijan, Yuyun. 2021. "Internal Factors and External Factors on Teacher Performance During the Covid-19 Pandemic." *Journal of Information Systems Management Economics* 2 (5): 630–38.
- Kurniasih, Suci, and Sony SM Laksono. 2020. "Analysis of Discipline, Work Climate and Compensation in Improving Educator Performance." *REVITALIZATION: Journal of Management Science* 9 (1): 75–80.
- Kurniawan, Saeful. 2017. "Development of Islamic Education Quality Management in Madrasahs." *Al-Tanzim: Journal of Islamic Education Management* 1 (2): 25–36.
- Milles, Matthew B, and A Michael Huberman. 1992. "Qualitative Data Analysis, A Sourcebook on New Methods." *Jakarta: UIP*.
- Rohman, Abd. 2017. "Management Basics Book." Media Intelligence.
- Sodikin, Hasan, Ahmad Sukandar, and Marwan Setiawan. 2022. "Management of Teacher Pedagogical Competency Development in an Effort to Improve the Quality of the PAI Learning Process." *Education: Journal of Educational Research* 2 (1): 68–87.
- Sugiyono, Dr. 2013. "Quantitative, Qualitative and R&D Approaches to Educational Research Methods."
- Suryabrata, Sumadi. 2016. "Research Methodology."

Tersiana, Andra. 2018. *Research Methods . Great Indonesian Child*.

Warisno, Andi. 2022. "The Concept of Learning Quality and the Factors That Influence It." *Attractive: Innovative Education Journal* 4(1): 310-22.