

# EDUCATION MANAGEMENT EFFECTIVENESS AT STATE SENIOR HIGH SCHOOL FOR ISLAMIC STUDIES 2 MANDAILING NATAL

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**Abstract.** This study aims to determine the Education Personnel Management Effectiveness of State Senior High School For Islamic Studies (MAN) 2 Mandailing Natal, namely: 1) employee planning, 2) employee procurement, 3) coaching and staffing, 4) promotion and transfer, 5) employee termination, 6) compensation, and 7) employee evaluation and development management of Education Personnel at MAN 2 Mandailing Natal. The approach used in this research is a qualitative approach. The place that became the object of this research was Madrasah Aliyah Negeri (MAN) 2 Mandailing Natal, which is located on Jl. Teuku Umar Pasar III Natal, Natal District. The results of the study show that: The required staff planning is adjusted to the required students. Therefore, before preparing a plan, it is necessary to carry out a job analysis and job analysis to obtain a job description (an overview of the tasks and work to be carried out). Procurement of employee educators always conforms to the plan that has been prepared by the Head of Madrasah and staff at the madrasah for procuring staff themselves must go through a recruitment process, oral exams, written exams, and practical exams, so far the procurement of teaching staff has only used exams writing and studying. The development of employee education staff at MAN 2 Mandailing Natal must always be specifically related to the development and career paths of teaching staff according to the category of each type of teaching staff themselves. Promotion, transfer, dismissal, compensation and evaluation of employees always refer to the rules that are in accordance with the provisions.

**Keywords.** *Management Effectiveness, Education Personnel*

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## INTRODUCTION

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential, society, nation and state (according to RI Law number 20 of 2003). In this case, of course it is necessary to have professional education, namely teachers in elementary and secondary madrasah, as well as lecturers in tertiary institutions as implied in chapter XI article 39 (2) of the National Education System Law.

The presence of an educator in teaching and learning process still plays an important role. The role of educators in teaching process cannot be replaced by even the most modern machines, radios, tape recorders or computers. There are still too many human elements such as attitudes, value systems, feelings, motivations, habits and others which are expected to be the results of the teaching and learning process, cannot be achieved through these tools<sup>1</sup>. This is where humans excel, in this case teaching staff or technology created by humans to help and facilitate the teaching and learning process for their students.

Educators are people who are knowledgeable and broad-minded, have skills, experience, have noble personalities, understand what is written and implied, serve as examples and models for their students, always read and research, have reliable expertise, and become advisors<sup>2</sup>. In the Republic of Indonesia Law Number 20 of 2003, it is explained that educators are educators who are qualified as teachers, counselor lecturers, student tutors, *widyaiswara*, tutors, instructors, facilitators, and other designations according to their specialty, and participate in organizing education. So if we look at the meaning of teachers in RI Law Number 14 of 2005, teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students in early childhood education, formal education, education elementary, and secondary education.

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<sup>1</sup> Nana Sudjana, *Dasar-Dasar Proses Belajar Mengajar*, (Bandung: Algensindo, 2008), p. 12

<sup>2</sup> Abuddin Nata, *Ilmu Pendidikan Islam*, cet. ke-4 (Jakarta: Kencana, 2017), p. 144



Daradjat, in that task, an educator is required to have a set of teacher principles. The teaching principle can be in the form of: (1) enthusiasm and willingness to teach such as paying attention to: the willingness, ability, growth, and differences of students; (2) arouse the enthusiasm of students; (3) cultivate the talents and attitudes of students who are good; (4) organize a good teaching and learning process; (5) paying attention to changes in trends that affect the teaching process; and (6) the existence of human relations in the teaching and learning process<sup>3</sup>.

The role of educators is very important in carrying out the teaching and learning process, their role cannot be replaced by any sophisticated tool, their services are also very impressive for their students, their words and actions should be exemplary by everyone, especially by their students. For the smooth running of the teaching and learning process, educators must have expert skills in mastering the class, so that the teaching and learning process goes well and the learning objectives are achieved according to the objectives, because the success of the teaching and learning process depends on the teacher, the success of the teacher in carrying out his duties depends on the management of the teaching staff<sup>4</sup>. The success of education is influenced by the leadership of the school principal in improving the performance of educators (teachers).

The same definition as the meaning and essence of management is *al-tadbir* (arrangement)<sup>5</sup>. This word is a derivation of the word *dabbara* (manage) which is found in many places in the Qur'an. As Allah SWT says:

يُدَبِّرُ الْأَمْرَ مِنَ السَّمَاءِ إِلَى الْأَرْضِ ثُمَّ يَعْرُجُ إِلَيْهِ فِي يَوْمٍ كَانَ مِقْدَارُهُ أَلْفَ سَنَةٍ مِّمَّا تَعُدُّونَ (٥)

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<sup>3</sup> Zakiah Daradjat, *Kepribadian Guru*, (Jakarta: Bulan Bintang, 1980), p. 22-23

<sup>4</sup> M. E. Pramudya, & A. Nurlaeli, Kontribusi Kepala Sekolah dalam Pengembangan Profesionalitas Tenaga Pendidik di Madrasah Aliyah Pondok Pesantren Darussalam Subang, Jawa Barat. *Kuttab: Jurnal Ilmu Pendidikan Islam*, 6 (2), 2022, p.185-194, DOI: <https://doi.org/10.30736/ktb.v6i2.1139>

<sup>5</sup> Ramayulis, *Ilmu Pendidikan Islam*, (Jakarta: Kalam Mulia, 2015), p. 371



Meaning: *He directs the affairs from the heavens to the earth; then it ascends unto Him, on a Day the measure of which is a thousand years of your reckoning*"<sup>6</sup>

قُلْ مَنْ يَرْزُقُكُمْ مِنَ السَّمَاءِ وَالْأَرْضِ أَمْ مَنْ يَمْلِكُ السَّمْعَ وَالْأَبْصَارَ وَمَنْ يُخْرِجُ الْحَيَّ مِنَ الْمَيِّتِ وَيُخْرِجُ الْمَيِّتَ مِنَ الْحَيِّ وَمَنْ يُدَبِّرُ الْأَمْرَ فَسَيَقُولُونَ اللَّهُ فَقُلْ أَفَلَا تَتَّقُونَ (٣١)

Meaning: "Say: "Who is it that sustains you (in life) from the sky and from the earth? Or who is it that has power over hearing and sight? And who is it that brings out the living from the dead and the dead from the living? And who is it that rules and regulates all affairs?" They will soon say, "Allah". Say, "Will ye not then show piety (to Him)?"<sup>7</sup>

The above two verses contain the word *yudabbiru al-amra* which means to regulate affairs. Ahmad al-Syawli in his book *Ramayulis* interprets it as follows "That Allah is the natural regulator (manager)<sup>8</sup>. The regularity of the universe is proof of the greatness of Allah SWT in managing this nature. However, because what was created by Allah SWT has been made a caliph on earth, then he must regulate and manage the earth as well as possible as Allah SWT regulates the universe.

Ramayulis<sup>9</sup>, dividing the tasks of educators in general and specifically. The task of educators in general is a mission that invites people to submit and obey God's laws, in order to obtain salvation in this world and the hereafter. Then this mission was developed to form a personality that has the spirit of monotheism, is creative, does good deeds and has high morals. While the specific tasks are:

- a) As a teacher (instructional), whose job is to plan teaching programs and implement programs that have been prepared, and provide an assessment after the program is implemented.

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<sup>6</sup> Q.S. Al-Sajadah:5

<sup>7</sup> Q.S. Yunus; 31

<sup>8</sup> Ramayulis, *Ilmu Pendidikan Islam...*, p. 372

<sup>9</sup> *Ibid*, h. 110-111



- b) As an educator who directs students to a level of maturity with an Islamic personality, in line with God's purpose in creating humans.
- c) As a leader (managerial) who leads and controls himself, students and the community concerned. As well as regarding efforts to direct, supervise, organize, control, participate in the program that he is doing.

The successful teaching staff management implementation in schools/madrasas closely related to the leadership of the principal. Muniroh<sup>10</sup>, in his research said that the management system for educators and education staff is focused on planning, recruiting, placing and developing educators and education staff. Lisnandari<sup>11</sup>, said that the recruitment of educators is carried out with careful planning, adjusting to needs and always learning from previous recruitment experiences. The management of the recruitment of teaching staff in improving the quality of education at MAN 2 Mandailing Natal is carried out in a simple and family way. The stage that is carried out is a needs analysis, by analyzing the condition of the madrasah environment in the form of existing vacancies. Job analysis, by determining the general requirements for prospective educators to fill the required vacancies<sup>12</sup>. The recruitment of teaching staff is divided into two committees, namely the internal committee (inside) and the external committee (outside). The internal committee consists of Administration who collect the files and requirements for prospective teachers, while the external committee is a team of specially examiners brought in from Serpong. To get professional

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<sup>10</sup> J. Muniroh, & M. Muhyadi, Manajemen pendidik dan tenaga kependidikan di Madrasah Aliyah Negeri Kota Yogyakarta. *Jurnal Akuntabilitas Manajemen Pendidikan*, 5(2), 2017, p. 161-173, DOI: <https://doi.org/10.21831/amp.v5i2.8050>

<sup>11</sup> L. Lisnandari, Manajemen Rekrutmen Tenaga Pendidik di Madrasah Aliyah. *Jurnal Isema: Islamic Educational Management*, 3 (2), 2018, p 193-200 DOI: <https://doi.org/10.15575/isema.v3i2.5011>

<sup>12</sup> B. N. Arifah, Pelaksanaan Manajemen Rekrutmen Tenaga Pendidik dalam Meningkatkan Mutu Pendidikan di Madrasah Aliyah Al-Mukhlisin. *Jurnal Isema: Islamic Educational Management*, 5(2), 2020, p.167-176, <https://doi.org/10.15575/isema.v5i2.5740>



and quality teachers is very dependent on the implementation of the teaching staff recruitment<sup>13</sup>.

The observations results and initial documentation studies at MAN 2 Mandailing Natal, initially this madrasah was not very popular with the community, but in recent years there have been quite a lot of enthusiasts and even from every new student admission there are always prospective students who do not pass after the selection results are carried out. With a lot of interest from the community (parents) to send their children to the madrasah, so that the madrasah needs new educators who are in balance with the number of students, so that learning activities run effectively and efficiently, with the demands of the community who really trust their children to be educated at MAN 2 Mandailing Natal . This madrasah always tries to provide better service for students, because this madrasah is required to have good student output and have quality teachers or teaching staff. Because of MAN 2 Mandailing Natal is a favorite madrasah in Natal District, with a large number of teaching staff who have different characteristics, as well as different educational backgrounds, of course a management of teaching staff is to uniform the nature and habits of the teaching staff themselves in order to provide an appropriate service to students. Therefore it needs a good management.

In teacher management there are management functions and operational functions. The management function refers to planning, organizing, implementation and direction (actuating/direction) and supervision (controlling). While the operational function includes the activities of recruiting teachers, integration, maintenance, and termination of employment. Teaching staff management aims to utilize teaching staff effectively and efficiently to achieve optimal results, but still in pleasant conditions<sup>14</sup>. To realize uniformity of treatment and legal certainty for educators in carrying out their duties and functions, powers and responsibilities in accordance with applicable statutory provisions.

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<sup>13</sup> K. A. Rahman, Rekrutmen Tenaga Pendidik dalam Peningkatan Mutu Madrasah Aliyah Negeri Insan Cendekia Jambi. *Nadwa: Jurnal Pendidikan Islam*, 9(1), 2015, p.23-38

<sup>14</sup> Mohamad Mustari, *Manajemen Pendidikan*, (Jakarta: Rajawali Pers, 2014). p. 213





## RESEARCH METHOD

This research uses a type of qualitative approach, with a qualitative descriptive method. Qualitative research is research whose findings are not obtained through statistical procedures or other forms of calculation<sup>15</sup>. The qualitative descriptive research method aims to describe, record, analyze and interpret the current conditions in the field. With qualitative research it is hoped that sharpness in conducting analysis will be obtained. Data sources in this study include primary data sources (principals and teaching staff) and secondary data (documents). Data collected in this study through observational data (observation), interviews and documentation. The data analysis technique of this research is by reducing data, presenting data, drawing conclusions and verifying<sup>16</sup>.

The place that became the object of this research was Madrasah Aliyah Negeri (MAN) 2 Mandailing Natal, which is located on Jl. Teuku Umar Pasar III Natal, Natal District.

## RESEARCH RESULTS AND DISCUSSION

With regard to the Educator Management Implementation, especially at MAN 2 Mandailing Natal, that teaching staff management is the activity of managing educational personnel in carrying out their duties according to their duties and functions, so that they run effectively in covering 1) employee planning, 2) staff procurement, 3) coaching and staffing, 4) promotion and transfer, 5) employee termination, 6) compensation, and 7) employee evaluation and any inhibiting factors in the management of educators at MAN 2 Mandailing Natal. The processes and functions of teaching staff at MAN 2 Mandailing Natal include employee planning, employee procurement, employee development, promotion and transfer, termination, compensation, assessment.

### 1. Employees Planning

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<sup>15</sup> Anselm Strauss dan Juliet Corbin, *Dasar-Dasar Penelitian Kualitatif*, (Yogyakarta: Pustaka Pelajar, 2003), p. 4

<sup>16</sup> Matthew B. Miles dan A. Michael Huberman, *Analisis Data Kualitatif*. Terjemahan oleh Tjetjep Rohendi Rohidi, (Jakarta: UI-Press, 2007), p. 15



Planning for educators and education staff are an activity to determine the needs for education staff, both quantitatively and qualitatively for now and in the future<sup>17</sup>. The preparation of a good education staff plan requires complete and clear information about the work or tasks that must be carried out in the organization. The refore, before preparing a plan, it is necessary to do a job analysis and job analysis to obtain a job description<sup>18</sup>.

A good management activity certainly begins with a good and mature plan, so that in carrying out activities in accordance with the objectives that have been set effectively and efficiently. Through the observation method that employee planning needs to be done job analysis and job analysis to obtain job descriptions (an overview of the tasks and work that must be carried out). This information is very helpful in determining the number of employees needed, and also for generating job specifications.

Based on the results of interviews with the Head of MAN 2 Mandailing Natal, explained that in order to plan employees by analyzing the needs of how many employees are needed each year, how many PTK educators and teaching staff are then analyzed and mapped and then seen how many are needed. And in planning employees needed adjusted to the students needed. Therefore, before preparing a plan, it is necessary to carry out a job analysis and job analysis to obtain a job description (an overview of the tasks and work to be carried out). This information is very helpful in determining the number of employees needed, and also for producing job specifications.

From the above interview results, the employee planning at MAN 2 Mandailing Natal has followed the procedure for planning actual employees by analyzing how many employee needs are needed each year, how many PTK educators and teaching staff are then analyzed and mapped from the total number of prospective new employees need

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<sup>17</sup> Nurhidayah, Manajemen Pendidik dan Tenaga Kependidikan dalam Meningkatkan Mutu Pendidikan. *Idaarah*, IV (1), 2020, p. 40. <http://journal.uin-alauddin.ac.id/index.php/idaarah>

<sup>18</sup> E. Mulyasa, *Manajemen Berbasis Sekolah*, (Jakarta: Remaja Rosda Karya, 2009)





needed. And in planning employees needed adjusted to the students needed. Therefore, before preparing a plan, it is necessary to carry out a job analysis and job analysis to obtain a job description (an overview of the tasks and work to be carried out).

## **2. Employees Procurement**

Procurement is a process of withdrawal, selection, placement, orientation and induction to get educators who are effective and efficient in helping to achieve the goals of educational institutions. Procurement of teaching staff is the first step and reflects the success or failure of an institution in achieving its goals. If the educators who are accepted are competent, then efforts to realize the goals are relatively easy. Conversely, if the educators obtained do not meet the requirements, it will be difficult for the institution to achieve its goals<sup>19</sup>.

Procurement of employees is an activity to meet the needs of employees in an institution, both in quantity and quality. To get employees that fit the needs, recruitment activities are carried out, namely efforts to find prospective employees who meet the requirements as much as possible, to then select the best and most competent candidates. In the procurement process, MAN 2 Mandailing Natal was selected through a written exam and a practical exam.

Furthermore, based on the results of interviews with the Head of MAN 2 Mandailing Natal, he explained that the procurement of employees was still not optimal, especially since there were still deficiencies in finding staff, as well as in selecting files that had accumulated and accumulated a lot. In the selection of employees, only the selection of the Koran and written selection is carried out with instruments prepared and supervised by certified teachers. Furthermore, it was explained again by the Administration section at MAN 2 Mandailing Natal, that it is true that in selecting employees, only written tests and recitation tests are carried out because as employees, good morals are needed.

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<sup>19</sup> Malayu Hasibuan, *Manajemen Sumber Daya Manusia*, (Jakarta: Bumi Aksara, 2007) p. 28



That the analysis of the procurement of employee educators at MAN 2 Mandailing Natal must always conform to the plan that has been prepared by the Head of the Madrasah and the staff at the madrasa for procuring staff themselves must go through a recruitment process, oral exams, written exams, and practical exams, to Procurement of teaching staff so far has only used written exams and reciting the Koran.

### **3. Employee Development**

Guidance and development of employees is a personnel management function that is absolutely necessary to improve, maintain and enhance employee performance. This activity can be carried out by means of on the job training and in service training. This coaching and development activity does not only concern aspects of ability, but also concerns employee careers.

At MAN 2 Mandailing Natal itself, the teaching staff development program is usually held on the assumption that there are various deficiencies seen from the demands of the organization, or because of the will and need to grow and develop among the educators themselves.

Based on the results of interviews with the head of the madrasah, it was found that the initial employee development started with class supervision, namely to find out the learning tools by the teacher carried out in class with planning, implementation and analysis of weaknesses. Weaknesses here are conveyed in the form of class supervision reports for each teacher getting an assignment. Specifically regarding the development and career paths of teaching staff, it is adjusted to the category of each type of teaching staff itself, however, it is possible for a person's career to take alternating assignments between structural and functional up to the peak of his career, of course for this, procedures are followed. does not reduce the meaning of the professionalism that is to be realized, and what is carried out in coaching for the teaching staff themselves is different from the teaching staff because the coaching of educational staff is related to the scope of madrasah administration.

It was concluded that the analysis of employee education staff development at MAN 2 Mandailing Natal must always be specifically related to the development and career paths of teaching staff in



accordance with the category of each type of teaching staff itself. However, someone's career may take alternating assignments between structural and functional up to the pinnacle of his career, of course, for this, procedures must be taken that do not reduce the meaning of professionalism to be realized.

#### **4. Promotions and Transfers**

The first stage of promotion or initial transfer is taking part in pre-service training, then the next stage is hiring, the next activity is placement or assignment. In this placement, there is a high congruence between the tasks that are the responsibility of the employee and the characteristics of the employee. To achieve a high level of congruence and help personnel to be truly physically and mentally prepared to carry out their duties, it is necessary to carry out the orientation function both before and after placement.

The results of the interview with the Head of MAN 2 Mandailing Natal, he explained that within the scope of a private madrasah there are GTT (non-permanent teachers) and GT (permanent teachers). Training is carried out so that the employees themselves are mentally and physically ready to carry out their duties. Appointment of employees themselves with a probationary period of one or two years, and after graduation they are appointed permanent teachers of the foundation (GTY), after hiring employees, the next activity is placement or assignment.

Analysis of the promotion and transfer of employee educators at MAN 2 Mandailing Natal must go through a process of stages from training, appointment, the next activity is placement or assignment. The end result of this placement itself is a task that is the responsibility of the employee with the characteristics of the employee so that he is professional in carrying out his duties, therefore it is necessary to carry out the orientation function either before or after the work placement.

#### **5. Dismissal**

Dismissal of employees is a personnel function that causes the release of the organization and personnel from their rights and obligations as a place of work and as employees. Henceforth, maybe each party is bound in the agreement and conditions as a former employee and former workplace institution. In relation to the teaching staff at MAN 2



Mandailing Natal, the reasons for the dismissal of this employee are as follows: (1) There are employees who leave at their own will and request, whatever the reason for the termination. (2) There are employees who are forced to be dishonorably dismissed because of their actions which result in their being in the organization unwanted. (3) There are employees who pass away and therefore must be replaced. (4) There are employees who leave the madrasa due to retirement.

The termination of employees at MAN 2 Mandailing Natal causes the release of the organization and personnel from their rights and obligations as a place of work and as employees. Henceforth, maybe each party is bound in the agreement and conditions as a former employee and former workplace institution.

## **6. Compensation**

Compensation is remuneration provided by the organization to employees, which can be valued in money and has a tendency to be given regularly. Compensation, other than in the form of salary, can also be in the form of allowances, housing facilities, vehicles and others. Compensation problem is one of the challenges that must be faced by management. Compensation refers to all forms of wages or rewards that apply to a job. Compensation at MAN 2 Mandailing Natal has two components, namely direct components in the form of salaries, incentives, commissions and bonuses, and indirect compensation, for example in the form of health insurance, recreational facilities and so on.

Whereas the analysis of compensation at MAN 2 Mandailing Natal goes through the stage procedure in assessing employee performance first, the point is that teachers will get complicated welfare money in the form of money and there are PKG rules from the ministry. Not only teachers are given compensation, but all employees who work already have instruments that have been divided for each employee so that they can find out according to their assignments so that they get complicated preparing according to their duties.

## **7. Assessment**

Assessment of teaching staff is an effort made to find out how well an educator performs in carrying out his work duties and how much



potential he has to develop. This performance can include work performance, ways of working and personal; while the potential for development includes creativity and the ability to develop a career. The evaluation of teaching staff at MAN 2 Mandailing Natal is actually not only intended for promotion or promotion, transfer of positions or even downgrades or demotions, but is also useful for improving work performance, salary adjustments, organizing education and training, career development, building designers, work, and others.

The analysis of employee assessment at MAN 2 Mandailing Natal in the assessment of teaching staff is focused on individual achievements and their participation in madrasah activities. This assessment is not only important for the madrasah, but also for the employees themselves. For employees, the assessment is useful as feedback on various things, such as abilities, fatigue, deficiencies, and potential which in turn is useful for determining goals, paths, plans, and career development.

One thing that needs to be emphasized with this definition is that the implementation of teaching staff management is a process that consists of certain steps in a systematic manner, namely; Implementation of teaching staff management at MAN 2 Mandailing Natal includes: employee planning, employee recruitment, coaching and staffing, promotion and transfer, employee termination, compensation, and employee evaluation. Research data was obtained using data collection instruments in the form of structured and unstructured interviews, observation. Interviews were conducted with Administrative staff, teachers, and the head of the madrasah at MAN 2 Mandailing Natal.

Implementation is an action to ensure that all group members strive to achieve goals in accordance with managerial planning and organizational efforts. This means moving people to want to work by themselves or with awareness together to achieve the desired goals effectively. From the entire series of management processes, implementation (actuating) is a management function. The planning and organizing function deals more with abstract aspects of the management



process, while the actuating function places more emphasis on activities that are directly related to people in the organization.

Furthermore, the results of interviews with the head of the MAN 2 Mandailing Natal madrasah regarding the implementation of teaching staff management, that the implementation of teaching staff management is carried out according to plans that have been prepared at work meetings, both routine and incidental. Orientation is carried out in which orientation is a way of direction by providing the necessary information so that activities can be carried out properly. This orientation is given to new employees with the aim of holding an introduction and providing solutions to the various problems they face. Thus, the function and role of the implementation of management namely, do the direction (commanding), guidance (directing) and communication (communication). Second, efforts to make planning a reality, through various directions and motivations. The application of actuating (implementation) in this madrasah is the direction and motivation of all personnel in every company activity to always be able to improve the quality of their performance.

The results of interviews with the Deputy Head of Madrasah I (Curriculum Field) regarding the implementation of teaching staff management show that the implementation of teaching staff management is carried out according to the plan that has been prepared at the work meeting of the madrasa heads to improve the quality of teaching staff. If the quality of the teaching staff increases, the performance of the teaching staff will also increase, as well as the increase in the performance of the teaching staff will have a positive impact on improving student achievement.

In this delegation of authority, the principal of the madrasa delegates some of the authority he has to his subordinates. Communication helps planning to be carried out effectively, managerial organizing is carried out effectively, managerial mobilization is followed effectively and supervision is implemented effectively. The head of the madrasa implements the plan for teaching staff at this Madrasa in





accordance with the planning in the work program. The coaching and training program for educators is a program that is routinely carried out.

The management of teaching staff is carried out according to the plan that has been prepared at the work meeting of the heads of madrasah to improve the quality of teaching staff. If the quality of teaching staff increases, the performance of teaching staff will also increase. And increasing the achievement of educators will have a positive impact on improving student achievement. The head of the madrasah in carrying out the management of teaching staff in this Madrasah is based on a work program that has been planned at the beginning of the school year. The coaching program is a routine program, the goal is for the head of the madrasah to be able to control the condition of the teaching staff at any time, whether it is regarding their decline or progress and is carried out according to the plan that has been prepared at work meetings.

Thus, the head of the madrasah in carrying out the management of teaching staff is carried out according to the plan that has been prepared at the work meeting/beginning of the school year. The coaching program is a routine program that is carried out.

Based on the results of interviews with educators regarding the implementation of teaching staff management at MAN 2 Mandailing Natal, that the implementation of teaching staff management is carried out according to plans that have been prepared at the work meeting of madrasa heads to improve the quality of teaching staff. The principal of the madrasa delegates part of the authority he has to his subordinates. The head of the madrasa implements the plan for teaching staff at this Madrasa in accordance with the planning in the work program. The coaching and training program for educators is a program that is routinely carried out.

In the implementation of the management of teaching staff the head of the madrasa carries out according to the plan that has been prepared at work meetings, both routine and incidental. Orientation is carried out in which orientation is a way of direction by providing the necessary information so that activities can be carried out properly. This orientation



is given to new employees with the aim of holding an introduction and providing solutions to the various problems they face. Likewise with the delegation of authority, the madrasa head delegates some of the authority he has to his subordinates. Communication helps planning to be carried out effectively, managerial organizing is carried out effectively, managerial mobilization is followed effectively and supervision is implemented effectively. The head of the madrasa implements the plan for teaching staff at this Madrasa in accordance with the planning in the work program. The coaching and training program for educators is a program that is routinely carried out.

Furthermore, it was also found that the planning of teaching staff was carried out properly and was relevant in the teaching and learning process. The Madrasah head also maps the needs of teachers and staff based on the specifications and skills required by the Madrasa two months before the end of the odd/even semester and submits a letter of request for teacher/employee needs. The ability and educational background of teachers is of great concern at MAN 2 Mandailing Natal in order to support the learning and teaching process properly, so that it can have an impact on achieving student achievement both academically and non-academically. Then in recruiting teachers carry out academic ability tests and micro teaching tests in delivering learning material. The two tests serve as capital for teachers in carrying out their main tasks and functions as teaching staff and educators. Then a track record is carried out for prospective teaching staff either through interviews with prospective teaching staff or by seeking information with close friends who are known and can provide information about the conditions, circumstances and experiences of prospective teaching staff.

The head of the madrasah while on duty has never experienced educators committing violations, because the head of the madrasa uses a brotherly approach so that teachers and TU carry out their duties on awareness, not on the compulsion of the head of the madrasa. Then also every educator makes a statement if they make a mistake they are ready to receive appropriate sanctions in accordance with the mistakes that have



been made. MAN 2 Mandailing Natal places great emphasis on discipline for teaching staff, the application of this discipline is by utilizing information technology, namely (finger print), so that when teachers come to take attendance and likewise when they go home they take attendance according to the time they go home. Then give rewards or gifts to educators who excel at work such as awarding certificates and gifts. Giving this reward is solely to improve the work performance of educators in carrying out their respective main tasks and functions.

### **Educator Development Management**

The Use of Management Science in Developing Educators is carried out as part of an administrative innovation designed to develop the effectiveness of madrasahs in providing educational services to education stakeholders<sup>20</sup>. Development is intended to improve the quality of employees either through education or through other opportunities such as appointments, scientific discussions, workshops, reading magazines and newspapers, becoming members of professional organizations and so on. Regulating promotions and salary increases, can be categorized as providing welfare and can be categorized as employee development. Employees who are rewarded with or given a position will encourage these employees to further increase their responsibilities.

The principles that should be considered in implementing the development of educational personnel are:

- a. It is carried out for all types of educational staff, both for structural staff, functional staff and technical staff for education providers.
- b. Oriented towards changing behavior in order to improve professional and technical capabilities for carrying out daily tasks in accordance with their respective positions.
- c. Encouraging an increase in the contribution of each individual to the educational organization or school system, and providing forms of appreciation, welfare and incentives in return to ensure optimal

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<sup>20</sup> T. Prasetyo, Praktik Sumber Daya Manusia yang Progresif, Upaya Membangun Keunggulan Bersaing. *Jurnal Ekonomi Dan Manajemen*, 1(1), 2000, p.59



fulfillment of socio-economic needs as well as socio-psychological needs.

- d. Educating and training someone before or after occupying a position.
- e. Designed to meet the demands of in-service growth, professional development, problem solving, remedial activities, maintenance of work motivation and resilience of educational organizations.

### **Educator Development Process**

The coaching and development process includes various steps, namely:

- a. Needs Analyze

Needs analysis is carried out by identifying performance skills, compiling appropriate programs, conducting research, and improving performance.

- b. Develop instructional plans. Instructional designs include objectives, instructional methods, media, sequences and descriptions of training materials, which constitute the curriculum for the training program.

- c. Validate the exercise program

A training program must obtain consideration and approval from elements of the authorized agency.

- d. Implementation stage

This stage is the stage of implementing a training program that uses various training techniques such as discussions, workshops, and seminars in order to convey knowledge to the participants of the training program.

- e. Stages of evaluation and follow-up

At this stage the training program is assessed on the extent of its success or failure. Aspects that need to be evaluated include the ability and results of participating in a training program.

In employee development, many ways have been developed. This development is carried out in the form of, 1) guidance in the form of instructions given to employees, when carrying out their duties, 2)



internal and external training, 3) formal education, 4) promotion in the form of appointment to a higher position, 5) upgrading and workshops or workshops. The more popular way is through inservice training both in the context of refreshment and in order to increase the ability of education staff. Other ways can be done individually (self-propelling growth) or together (collaborative effort), for example by participating in activities or opportunities; on-service training, on the job training, seminars, workshops, panel discussions, meetings, symposiums, conferences and so on.

## CONCLUSION

Implementation of teaching staff management is the most important function in human resource management. Because the function of an organization is to physically carry out the activities of its activities, take actions in that direction, and so that the organization can run well in accordance with the vision and mission of the madrasa itself. The effectiveness of the management of teaching staff at Madrasah Aliyah Negeri 2 Mandailing Natal in its implementation always takes into account employee planning, employee procurement, employee development, promotion and transfer, employee termination, compensation, and employee evaluation. Likewise, the implementation of teaching staff management is carried out according to plans that have been prepared at work meetings, both routine and incidental in nature. Orientation is carried out in which orientation is a way of direction by providing the necessary information so that activities can be carried out properly. This orientation is given to new educators with the aim of holding an introduction and providing solutions to the various problems they face.



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