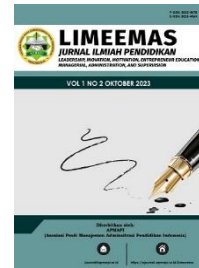


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MANAGERIAL INFLUENCE OF THE PRINCIPAL ON THE PERFORMANCE OF MADRASAH ALIYAH TEACHERS

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Abstrak: Penelitian ini dilakukan untuk menganalisis dan mendeskripsikan pengaruh manajerial kepala sekolah terhadap kinerja guru khususnya di Madrasah Aliyah di Kab. Cirebon, Jawa Barat. Pelaksanaan penelitian ini mengacu pada metode penelitian kuantitatif, dengan teknik pengumpulan data melalui angket dan dokumentasi. Untuk menganalisis data dilakukan dengan cara analisis statistik parametrik melalui uji t dan uji F. Data yang diperoleh dilakukan dengan menganalisis prasyarat yang telah dipenuhi seperti normalitas distribusi data, dan tidak adanya gejala heteroskedastisitas. Hasil yang dicapai dari penelitian ini adalah sebagian manajerial kepala sekolah berpengaruh signifikan terhadap kinerja guru berpengaruh signifikan terhadap kinerja guru; Secara bersamaan, variabel manajerial kepala sekolah terbukti berpengaruh positif dan signifikan terhadap kinerja guru Madrasah Aliyah di Kab. Cirebon, Jawa Barat.

Kata Kunci: Pengaruh, Manajerial, kinerja guru

Abstract: This study was conducted to analyze and describe the influence of principal managerial on teacher performance, especially in Madrasah Aliyah in Kab. Cirebon, Jawa Barat. The implementation of this research refers to quantitative research methods, with data collection techniques through questionnaires and documentation. To analyze the data, it is done by means of parametric statistical analysis through the t test and F test. The data obtained is carried out by analyzing the prerequisites that have been met such as the normality of the data distribution, and the absence of heteroscedasticity symptoms. The results achieved from this study are partially managerial principals have a significant influence on teacher performance has a significant effect on teacher performance; Simultaneously, the principal managerial variables proved to have a positive and significant influence on the performance of Madrasah Aliyah teachers in Kab. Cirebon, Jawa Barat.

Key Words: Influence, Managerial, teacher performance

INTRODUCTION

Education that is held now requires a complete integration between the use of information and communication technology with learning. This is part of the responsibility of the world of education to be able to adapt to the surrounding environment, as well as to improve

the competence or skills of human resources in living in global competition. The learning activities held are ultimately expected to make learners more creative and innovative.

One of the important factors that can support the success of education is the teacher who teaches. As stated in the Government Regulation of the Republic of Indonesia Number 19 of 2017, teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students in early childhood education through formal education, primary education, and secondary education. (Kemendikbudristek, 2022)

Teachers as professionals are required to have optimal performance. As well as teacher performance, all achievements of activities carried out by teachers are defined in a certain period of time. Regarding teacher performance criteria, it can refer to Law Number 14 of 2005 which states that teacher work standards in carrying out their professional duties, teachers are obliged to plan learning, carry out quality learning processes and assess and evaluate learning outcomes. (Nasional, 2005)

In order to achieve optimal performance, teachers need synergy from every other supporting element. As well as the principal as a leader who is directly responsible for the implementation of learning carried out by teachers while at school. Therefore, a principal is required to have good managerial skills. What's more, currently the school autonomy system has been fully implemented. That is, each school principal has the authority to carry out educational activities that are deemed necessary with clear signs so as not to violate the rules above them.

Expressed by (Syarifudin, 2011) that the granting of authority to school principals to organize education autonomously is part of the integrated education management process as well as the concept of education management, so as to optimally empower all existing resources to achieve the educational goals that have been set. The delegation of authority is expected to be able to optimize all existing resources in the school so that it becomes a quality school, until finally it is able to produce the *outcomes* needed by its time.

As is known that the principal has a function as a manager who should exercise this authority to achieve quality education. Stated by (Auliana et al., 2022), through the results of his research stated that of several competencies that must be possessed by a school principal, managerial competence is the main competency needed in order to optimally implement school-based management. So, it is clear that the importance of a principal compromises his role as a manager who certainly has a managerial function. In principle, managerial means the

implementation of the management function, namely preparing a good plan, grouping tasks, responsibilities and authorities, controlling and controlling each stage.

Of course, the function of managers inherent in a school principal must be supported by good motivation in every element of education. As it is understood that everyone must actively participate in order to achieve the stated educational goals. That is why, the work motivation of each of these elements becomes very important in every educational activity. Researchers believe that if someone has good motivation, they will get good results. This belief also refers to some of the results of previous studies, such as those conducted by (Setiyati, 2014), that work motivation can make a positive contribution to the achievement of better teacher performance.

So is the research conducted by (Sulistiya, 2013), that work motivation can play a role or have a positive and significant influence on teacher performance. Based on this description, it is clear that the consistency of these work motivation variables in influencing teacher performance is quite good. It would be better if testing is carried out on different objects to ensure that these variables are one of the variables that play a role in optimizing teacher performance.

Based on the description of the previous studies, it is clear that many things are important to pay attention to in order to optimize teacher performance. As stated that to measure performance teachers must pay attention to certain standards as required (Purwoko, 2018). Regarding the requirements for measuring teacher performance, it has been affirmed in the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 137 of 2014, namely the achievement of pedagogic, personality, social and professional competencies. As also expressed by (Purwanto, 2022) That teacher performance can be influenced by many factors, including due to the attributes inherent in the individual concerned, willingness to do the work and support from the organization or agency or the surrounding environment.

If referring to this description, it is clear that the managerial of a school principal and supported by high motivation by every element of education is believed that teacher performance becomes better over time. To support the implementation of research, a preliminary study was first carried out in order to identify problems or potential problems in the object studied, namely in Madrasah Aliyah in Cirebon Regency. The findings of the preliminary study conducted, there are some teachers who have not prepared complete learning tools when the academic year has started. Learning tools should be available and well

documented because they are related to the implementation of learning that should be running. This condition is found in every school in Madrasah Aliyah in Cirebon Regency, which makes this problem one of the problems that does not occur only once but almost every new school year. Delays in collecting learning devices are something that should be minimized, so that the administration of education implementation can run well.

This finding, emphasizes that teacher performance has not been optimal, therefore it is necessary to study things that are possible to optimize teacher performance. It is hoped that through the studies conducted, it can be a stimulus for teachers so as to gain higher awareness of the importance of carrying out their professional duties as a professional. It can also be seen in the management process that takes place in schools, principals at MA in Cirebon Regency have not delegated responsibility to each field in full, so policies sometimes have to wait for the presence of the principal directly. This indicates that the managerial process has not run well. As happened when the Principal was not in place, the routine administrative process that could have been carried out by the Vice Principals was not carried out, because there was no complete delegation of each of these areas.

In addition, it was also identified that the work implementation process was also not optimal, as was the case when viewed from a work system that was not yet progressive. This indicates that each teacher does not yet have full awareness of his or her duty to educate and teach (Bambang & Ariya Agustin, 2022). When related to the psychology of a person's daily life in carrying out work, it is revealed that this condition is the result of motivation in carrying out tasks that are not optimal. A teacher should be able to cultivate motivation in himself so that he is enthusiastic in carrying out learning activities, although it is understood that of course motivation will not always be in optimal conditions but is fluctuating or changing according to the circumstances around. This diversity of work motivation is one of the things that is believed to be able to have an impact on one's performance. Therefore, it is important for every teacher to build and cultivate motivation on an ongoing basis in himself.

RESEARCH METHODS

This research was conducted in MA which is included in the area of Cirebon Regency which is an integral part of West Java Province. The implementation of this research starts from May – June 2022. (Sugiyono, 2019) Revealing that descriptive research is a form of research conducted with the aim of determining the existence of independent variables, either on one particular variable or even more than one variable, without making a comparison or

connecting with other variables. Research methods are a series of procedures or steps that are systematic or structured and carried out by a researcher with the aim of answering questions from the formulation of existing problems (Sukardi, 2011). Basically, research methods focus on scientific procedures with the aim of obtaining and discovering various new knowledge from the information collected.

Intended as an independent variable, which is a stand-alone variable and not an independent variable, because if the independent variable will always be paired with the dependent variable (Margono, 2010). The research method used in this study is quantitative descriptive research. It is also explained that the quantitative method that is part of positivist thinking is one of the methods that can be used to answer research questions. In quantitative methods, the data is obtained through quantitative instruments and the data is in the form of quantity so that statistical analysis can be carried out which produces information in the form of statistical data which is then interpreted so that it can be understood clearly (Kesumawati & Aridanu, 2017). Based on the number of samples used in this study as many as 58 people spread across each MA in Cirebon District. The number of samples used when viewed from each school.

In this study, two tests were used, namely t test for partial testing and F test for simultaneous testing. The multiple linear regression equation used is: $\hat{Y} = a + b_1 X_1 + b_2 X_2 + e$

- a. For simple regression testing, the "t" test is used, while the formula of the "t" test is as follows:.

$$t_{hit} = \frac{b}{Sb}$$

- b. For multiple regression testing, the "F" test is used, while the formula of the "F" test is as follows:.

$$F_{hitung} = \frac{JKTc/db}{JKE/db}$$

- c. Coefficient of Determination (R²)

The coefficient of determination is a test of the amount of influence of the independent variable on the dependent variable. To optimize the accuracy of the results of the analysis carried out, the help of the SPSS program is used at every stage of data analysis.

RESULTS AND DISCUSSION

Result

Hypothesis testing is carried out with the help of the SPSS Version 25 program. The results obtained from testing against can be proven by looking at the significance value of $0.000 < 0.05$ which means that the alternative hypothesis (H_a) for H_1 is accepted. To find out the amount of correlation coefficient or the magnitude of the relationship and the determinant coefficient or the amount of managerial influence on teacher performance in MA in Cirebon Regency can be seen in the following table.

Table 1
Correlational Coefficient and Determinant Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,562 ^a	,316	,304	2,16434

a. Predictors: (Constant), Manajerial

Source: data processed (August, 2022).

The table above is the result of the analysis of the correlation coefficient and determinants of variables X to Y. In column R there is a value of 0.562 which means the correlation coefficient or the magnitude of the relationship between managerial and teacher performance is 56.2%, and is included in the category of a fairly strong relationship. In the R square column, there is a value of 0.316 which means the coefficient of determinant or the amount of influence of managerial variables on teacher performance is 31.6%, which means it has a weak influence.

Table 2
Results of Hypothesis 3 Test "F Test"

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	125,962	2	62,981	13,445	,000 ^b
Residual	257,641	55	4,684		
Total	383,603	57			

a. Dependent Variable: Teacher Performance

b. Predictors: (Constant) Managerial

Source: data processed (June, 2023)

Simultaneous testing is carried out through the "F" test. In the table above, precisely in column F there is a value of 13,445 > FTabel of 3,165 which means that there is a positive and significant influence on the principal's managerial and work motivation together on the performance of MA teachers in Cirebon District.

Tabel 3
Correlational Coefficient and Determinant Coefficient

Hipotesis (H₂)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,573 ^a	,328	,304	2,16434

a. Predictors: (Constant), Manajerial

Source: data processed (August, 2022)

The table above is the result of a simple regression testing analysis. In column R, it can be seen that the value of 0.573 which means that 57.3% together managerial and work motivation have a relationship with teacher performance in MA in Cirebon District, thus included in the category of a fairly strong relationship. In the R Square column of 0.328 which means managerial and work motivation together affect the performance of teachers in MA in Cirebon Regency by 32.8% and are included in the weak influence category.

After testing related to the hypothesis in this study, and known the magnitude of the relationship and influence between variables, the regression equation is also compiled as an

equation to predict the value of Y. In order to compile the regression equation properly, an analysis is first carried out to see the value of the constant and its coefficient. The results of the analysis carried out can be seen in the following table.

Tabel 4
Regression Equation Auxiliary Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	35,066	9,481		3,699	,001
1 Managerial	,407	,132	,462	3,088	,003
	,150	,150	,149	1,000	,322

a. Dependent Variable: Teacher Performance

Source: data processed (August, 2022)

Based on the results of the analysis conducted, the regression equation obtained through this study is $Y = 35.066 + 0.407 X_1 + 0.150 X_2$. The meaning of the equation is that the value of Y will change if there is a change in the value of X1 or X2, the change can be positive or negative.

Discussion

The method used in this study is quantitative method. This is appropriate for researchers because most research implementations refer to these criteria. As this research data is obtained through a research questionnaire, which means the data will be quantitative. Likewise, the existence of hypotheses that need to be tested, becomes a condition for the use of quantitative research.

This study was conducted to prove some of the hypotheses proposed by researchers. Through the data obtained, researchers first conduct structured testing, starting with prerequisite testing or classical assumption testing. This test is carried out through data normality analysis and data heteroscedasticity tests.

The results of the tests carried out for the two prerequisite tests stated that the data were normally distributed and there were no symptoms of heteroscedasticity. That means, the data

obtained from the research carried out can be tested through parametric statistical analysis. The tests carried out by researchers for the next time are the "t" test and the "F" test. In each test, an in-depth discussion was carried out.

The most frequent value for work motivation variables is 81.60 as many as 9 (nine) people or if presented by 15.52% of the entire research sample. The achievement of this value is included in the good category. There were 14 (fourteen) respondents who were included in the category of excellent work motivation, this can be seen from the final score of these respondents which was greater than 85.00. Through the analysis of data that has been done, it is understood that the achievement of the highest value regarding the work motivation of the respondents of this study is 89.60 and is included in the category of very good or very high work motivation, while the lowest value of work motivation achieved by respondents is 76.80 which is included in the category of good or high motivation.

Hypothesis testing is carried out to test the hypothesis that has been prepared, through the testing carried out, a calculated value of 3.881 is obtained for the variable of work motivation. From this value, it is interpreted in the value of ttable, which is 2.002 which means $t_{\text{calculate}} > t_{\text{Table}}$; $3,881 > 2,002$. Based on this, it is concluded that the alternative hypothesis is accepted which means work motivation has a positive and significant influence on the performance of MA teachers in Cirebon Regency To confirm these results, it can also be seen in the significance value of $0.000 < 0.05$ which means that the alternative hypothesis (H_a) is accepted and the statistical hypothesis (H_0) is rejected.

The correlation coefficient or the magnitude of the relationship between work motivation and teacher performance is 46.0%. The magnitude of the relationship, included in the category that is quite strong. Related to the determinant coefficient or the amount of influence of work motivation variables on the performance of MA teachers in Cirebon Regency of 21.2% and is included in the low influence category.

The tests performed on this hypothesis are different from previous tests. Because the previous test was done with the "t" test while this test was done with the "F" test because what was tested was a hypothesis simultaneously. The $F_{\text{calculate}}$ score obtained is $13,445 > F_{\text{Table}}$ is 3,165 which means that there is a positive and significant managerial influence on the performance of MA teachers in Cirebon District.

For the amount of relationship together, managerial and work motivation have a relationship with teacher performance in MA in South Cirebon Regency by 57.3%, thus included in the category of strong relationships. The influence of managerial together on the

performance of teachers in MA in Cirebon Regency is 32.8% and is included in the low influence category. Through the results of the analysis of the data obtained, the regression equation $Y = 35.066 + 0.407 X_1 + 0.150 X_2$ is compiled.

CONCLUSION

From the results of analysis and data processing as well as discussion of the findings of this study, there are several things that researchers conclude. The intended conclusions are as follows: The alternative hypothesis (H_a) for testing hypothesis 1 is declared accepted, which means that the principal's managerial variables have a significant influence on teacher performance in MA in Cirebon District, West Java.

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