

## The Effectiveness of Madrasah Management in Improving Madrasah Quality

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**Abstract :** *The world of Pesantren is always interesting and there is no end to it to be discussed and discussed. Because in it there are many uniqueness that cannot be found in other educational institutions besides pesantren. The pesantren referred to here is the kholafi pesantren (pesantren which contains religious knowledge as well as general knowledge). In this modern era, most parents prefer to entrust and send their children to educational institutions that have and pay attention to religious content. The concerns that arise must also be balanced with the awareness of massive changes taking place. So that individuals who live and experience shifting demands of the present do not take a wrong step in responding to all the changes that exist. The development of educational institutions is inseparable from the role of the leader in control of an educational institution. This research has the aim that the founders of madrasah or Islamic boarding schools can adopt the methods or strategies of other pesantren so that they can continue to exist in the midst of this millennial era. This research uses qualitative research methods, namely by collecting data, documents and interviews with several sources. The method used in this research is a qualitative approach, namely research where information is obtained by describing the existing phenomena. The data collection techniques used observation, interviews, and documents.*

**Keywords:** *Effectiveness, Management, Madrasah, Quality.*

## **Introduction**

Education seems endless, always discussed and discussed. When discussing education, there will be many related things. Because success in educational institutions is determined by several factors, one of which is human resources, in this case the leader. Leaders in an educational institution have a fairly dominant function as a determining factor for the success of an educational institution. If it is compared, the leader becomes the determinant of the direction of the educational institution he leads. An educational institution cannot run without a leader who has high integrity and charisma.

In pesantren, especially traditional pesantren, the process of ideologizing Islamic thought from kiai to santri is very important to maintain the ideological typology he believes in. We can see how the santri and graduates of a traditional pesantren fully believe in the truth of the kiai's ideology / religious thought.

It can be obtained through learning or because it is innate directly in a person. Because the function they have is very large, in terms of choosing a manager or leader, it cannot be arbitrary. There needs to be an order and knowledge to become a leader in an educational organization. So that the required functional tasks as a leader or kyai can run well. So that the work is easily resolved because it is arranged by the experts.

## **Research Methods**

This research uses qualitative research methods, namely by collecting data, documents and interviews with several sources. The method used in this research is a qualitative approach, namely research where information is obtained by describing the existing phenomena. The data collection techniques used observation, interviews, and documents.<sup>1</sup> The technique of determining data sources in this study using purposive sampling. The focus of research is to reveal the kiai's leadership patterns, the kiai's leadership strategies in the management process of madrasah or educational institutions.

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<sup>1</sup> Sugiyono, *Metodologi Penelitian*, 2010, 305

## Discussion

### Leadership theory

According to Kartono, the basic leadership theory, namely: genetic theory, social theory, and ecological or synthesis theory. The genetic theory explains that a leader is not made but someone emerges as a leader because of his extraordinary talents. A person becomes a leader because he is destined to be a leader regardless of the situation. Social theory explains that leaders must be prepared and shaped, not born and allowed to develop by themselves. To become a leader, everyone can do it through preparation, education and intentional training. Whereas ecological theory is a combination of both genetic theory and social theory, which explains that a person will be successful as a leader, if from birth he has had leadership talents, and these talents have been developed through experiences and educational efforts, also according to with its environmental or ecological demands.

Bryan S. Turner explains Weber's theory, that legal (rational) leadership is based on the belief in legality on the basis of applicable rules and procedures, traditional leadership is based on the authority of certain community traditions, while charismatic leadership is rooted in purity, heroism, and quality (character). extraordinary from the leader or according to Abdul Gaffar Karim, charisma appears based on the spiritual qualities of a leader. Horikoshi explained two prerequisites for a charismatic figure, namely having an ideal character that is upheld and an ability that is difficult to achieve or maintain by a group of people (sectarian). In the pesantren tradition, the influence of the kiai's charisma lies in the followers' belief that kiai have transcendental traits, become perfect role models for the universe and are living examples of ma'rifat.<sup>2</sup>

### Madrasah management

According to Nanang Fatah, MBM (madrasah-based management) is a political approach that aims to redesign school management by giving power to school principals and increasing community participation in efforts to improve school performance

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<sup>2</sup> Zainal Arifin, *Kepemimpinan Kiai dalam Ideologisasi Pemikiran Santri di Pesantren-Pesantren Salafiyah Mlangi Yogyakarta*, (UIN Sunan Kalijaga, Inferensi: Jurnal Penelitian Sosial Keagamaan) vol. 9, no. 2, 2015.

which includes teachers, students, school committees, parents of students, and the community.<sup>3</sup>

MBM has characteristics that need to be understood by madrasahs that will implement it and will become the characteristics of the madrasah, including:

- a. A safe and orderly school environment
- b. Schools have a vision and quality targets to be achieved
- c. The school has strong leadership
- d. There are high expectations from school personnel
- e. The existence of continuous development of madrasah staff in accordance with the demands of science and technology
- f. There is a continuous implementation of evaluation of various academic and administrative aspects\
- g. There is intensive communication and support from parents and the community.<sup>4</sup>

### **The quality of the madrasa**

After a brief discussion of the above themes, it can be concluded that the management of madrasahs by a leader is very important by paying attention to several aspects that exist in educational institutions, namely aspects of leadership, teaching staff, education staff, and infrastructure. With a balance of these several aspects, it will be easier to go to higher quality educational institutions or madrasahs. Many madrasahs are currently developing, with or without Islamic boarding schools in them.

### **Conclusion**

After a brief discussion of the above themes, it can be concluded that the management of madrasahs by a leader is very important by paying attention to several aspects that exist in educational institutions, namely aspects of leadership, teaching staff, education staff, and infrastructure. With a balance of these several aspects, it will be easier to go to higher quality educational institutions or madrasahs. Many madrasahs are currently developing, with or without Islamic boarding schools in them.

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<sup>3</sup> Makmur dan Suparman, *Manajemen Pendidikan Berbasis Madrasah*, (Sulawesi: Penerbit Aksara Timur, 2018), 11

<sup>4</sup> Makmur dan Suparman, 16

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