



MADRASAH HEAD'S LEADERSHIP STRATEGY IN EMPOWERING THE COMMITTEE AT MADRASAH ALIYAH AL WASHLIYAH AEK KANOPAN

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ABSTRACT

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This research aims to reveal the role of the committee at the Private Madrasah Aliyah Al Washliyah Aekknopan Kualuh Hulu North Labuhanbatu, the Madrasah Head's Program in empowering the committee at the Private Madrasah Aliyah Al Washliyah Aekknopan Kualuh Hulu North Labuhanbatu, Factors that influence the Head of the Madrasah in empowering the committee at Madrasah Aliyah Private Al Washliyah Aekknopan Kualuh Hulu North Labuhanbatu, the obstacles that the Madrasah Head feels in empowering the committee at the Al Washliyah Private Madrasah Aekknopan Kualuh Hulu North Labuhanbatu, and what solutions are provided by the Madrasah Head facing obstacles in empowering the Committee at the Private Al Washliyah Aekknopan Kualuh Aliyah Madrasah Upstream of North Labuhanbatu. This research uses a qualitative type of research, with a phenomenological approach, using data collection techniques in the form of observation, interviews and documentation studies. The results of this research revealed five findings, namely that the role of the committee at the Al Washliyah Aekknopan Kualuh Hulu Private Madrasah, North Labuhanbatu was not good enough because the Committee only waited for instructions from the madrasah, the program carried out by the Head of the Al Washliyah Aekknopan Kualuh Hulu Private Madrasah, North Labuhanbatu was sufficient. good, the influencing factors are the madrasah's need for a committee in accordance with existing regulations, and the opportunity to empower the committee, the obstacle for the Madrasah Head in empowering the Committee is because each party is busy and the Madrasah Committee does not provide their program because they are just waiting for instructions from the madrasah, and the solution to empowering the Committee is for each party to spend their time.

Introduction

Education is a shared responsibility, between parents, society and the government. Education has a strategic role because education is able to determine the quality of human resources (HR). The strategic role of education involves education personnel. Educational personnel have a role in forming knowledge, empowering personnel in schools, such as

educational staff and educational staff. Therefore, the Madrasah Head is required to plan what strategies he will carry out, especially in empowering the committees in his Madrasah.

As for the definition of strategy according to Glueck, Strategy is a comprehensive and integrated plan that connects the strategic strengths of an organization with the environment it faces, all of which ensure that organizational goals are achieved (Rochaety, 2010: 27). Meanwhile, leadership according to Trianto Safaria in Leadership is a relationship of mutual influence between leaders and followers (subordinates) who want real change that reflects their common goals (Safaria, 2004: 3).

The Leadership Strategy of the Madrasah Head is the plans or steps made by the Madrasah Head in this case to empower the Committee in the Madrasah. In Law no. 20 of 2003 concerning the National Education System states that one of its missions is to empower community participation in the implementation of education based on the principle of regional autonomy in the context of the Unitary State of the Republic of Indonesia. Then the community plays a role in improving the quality of educational services which includes planning, monitoring and evaluating educational programs through the Education Council and School/Madrasah Committees.

The government's efforts to improve the quality, equity and efficiency of the implementation of national education need support from all stakeholders, because the problem of education is our common problem. Concrete evidence of the government's seriousness in improving the quality of education is the issuance of Law Number 20 of 2003 concerning the National Education System, because Law Number 2 of 1989 concerning the National Education System is considered to be no longer adequate and needs to be refined to comply with the mandate of changes to the Constitution. 1945. Apart from that, the government also replaced the Decree of the Minister of Education and Culture of the Republic of Indonesia Number 0293/U/1993 concerning the Establishment of the Education Assistance and Implementation Agency (BP3) with the Decree of the Minister of National Education of the Republic of Indonesia. Number 044/U/2002 concerning Education Council and School Committee.

The School Committee is a refinement and expansion of the partnership and communication body between the school and the community. Until 1994, school partners were only limited to parents of students in a forum called the Parents and Teachers Association (POMG), then from 1994 to mid-2002, the role was expanded to become an Educational Assistance Agency (BP3) whose personnel consisted of parents. and the community around the school.

In mid-2002, the Educational Implementation Assistance Agency (BP3) increased its role and function as well as expanding its personnel, consisting of parents and the wider community who care about education, not only in the school area under the name of the School Committee. The principal differences between the Educational Implementation Assistance Body (BP3) and the School Committee are in their roles and functions, membership and in the selection and formation of management.

From the initial observations that have been made, there is a lack of understanding by the Committee at the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu regarding its role and function in efforts to improve the quality of educational services at the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu, where the role of the committee is to assist the madrasah. , especially in terms of madrasa funding.

The function of the Committee at the Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah has also not been fully carried out as it should, because as we know according to the Decree of the Minister of National Education No.044/U/2002 concerning the Education Council (DP) and School Committee (KS) emphasizes that there are four

functions, namely: as a consideration provider, as a supporting body, as a controller, and as a liaison. As a consideration provider, this means determining and implementing education policies at the district/city level and at the education unit level.

As supporting bodies, this means that the Education Council and School Committee not only provide support in the form of funds or finances, but also in the form of energy, ideas and ideas. Meanwhile, its function as a controller is to guarantee the three requirements of healthy modern management, namely democracy, transparency and accountability. And the last one is the function as a liaison, meaning that families, schools and communities must work together synergistically to improve the quality of education.

Next, education administrators carry out consultations with the community to obtain input in the process of determining their policies, collaborating with all the potential that exists in society synergistically in the form of suggestions with education administrators in deciding policies. At the highest level is the achievement of a sense of mutual ownership that the madrasah committee is a forum for solving joint problems faced in the implementation of education.

Starting from the description above, the author is interested in researching the leadership strategy of the Madrasah Head in Empowering the Committee at the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu, North Labuhanbatu.

Research Methods

The type of research used to determine the Leadership Strategy of Madrasah Heads in Empowering School Committees at the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu is a type of qualitative research. Qualitative research according to Strauss and Corbin is a type of research whose findings are not obtained through statistical procedures or other forms of calculation (Afrizal, 2014: 12). Qualitative research is social science research that collects and analyzes data in the form of words (oral and written) and human actions and researchers do not attempt to calculate or quantify the qualitative data that has been obtained and thus do not analyze numbers (Afrizal, 2014: 13).

This research approach is a phenomenological approach. Qualitative research is research conducted based on qualitative paradigms, strategies and model implementation. The perspectives, strategies and models developed are very diverse. Therefore, it is not surprising that there is an opinion that Qualitative research is many things to many people (Suwandi, 2008: 2008). This approach is a research process that takes data descriptively to describe the content of the data contained in this is the School Committee in the development of educational institutions. This research reveals facts based on data obtained from the Head of the Madrasah, Deputy Head of the Madrasah for Public Relations, Chair of the Committee, and Secretary of the Private Madrasah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Committee as research subjects supported by information from the Head of the Madrasah, Deputy Head of the Madrasah for Public Relations. Committee and Secretary of the Al Washliyah Aekkanopan Kualuh Hulu Private Madrasah Aliyah Committee, North Labuhanbatu.

Results and Discussion

Based on the presentation of the results of research in the field regarding the leadership strategy of the Madrasah Head in empowering the committee carried out by the Head of the Al Washliyah Private Madrasah Aliyah Aekkanopan Kualuh Hulu North Labuhanbatu, it is quite good, it's just that the madrasah committee has not fully maximized its role, function and duties at the Al Washliyah Private Madrasah Aliyah Aekkanopan Kualuh Hulu North Labuhanbatu.

The Role of the Committee in the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu.

Role means a task carried out by a person or group of people. Meanwhile, the madrasah committee is an independent body that accommodates community participation in the context of improving the quality, equity and efficiency of education management in educational units (Sujanto, 2007: 61).

It can be seen that the role of the Madrasah Committee is a body consisting of a group of people who are very concerned about education and whose task is to improve the quality, equity and efficiency of education management within the education unit. The role of the committee at the Al Washliyah Aekkanopan Private Madrasah Aliyah Hulu Labuhanbatu Utara is pay attention to madrasah needs such as infrastructure because infrastructure is what supports education. Another role is for the committee to educate parents/guardians about donations/contributions because not all operations are funded by the government.

Sources of education costs can be categorized into two, namely the government and the community. The government can also be grouped into the central government and regional government. Meanwhile, among the community it can be classified as the general public and parents of students (Fattah, 2004: 88). From this understanding it can be seen that costs are very influential in education, and education costs are also the responsibility of the community and parents/guardians of students, not only the government's responsibility because not all education costs are funded by the government, so the committee here plays a very important role in bridging to provide information to parents/guardians regarding the operations of teaching and learning activities.

Madrasah Head Program in Committee Empowerment

A program is a plan or series of activities carried out not only once but continuously. Meanwhile, according to Wahjosumidjo, the Principal of a School/Madrasah is: "In simple terms, the principal can be defined as a functional teacher who is given the task of leading a school where the learning, teaching or a place where interaction occurs between the teacher who gives the lesson and the students who receive the lesson."

Based on the opinion above, it can be understood that the Madrasah Head's program is a series of activities carried out by the Madrasah Head on an ongoing basis to achieve the desired goals.

The program that the Head of the Madrasah together with the madrasah is carrying out is only limited to outreach to parents/guardians of students regarding general and latest information, then the program is in terms of infrastructure which is not fully covered by the government. According to the research analysis, the program prepared by the Head of the Madrasah together with the madrasah It is going well because all the programs prepared by the madrasah have been realized or carried out by the administrators of the Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah Aliyah committee.

Factors Influencing Madrasah Heads in Empowering Committees at Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah Aliyah

Based on the findings, it can be seen that the factors that influence Madrasah Heads are the needs of the madrasah because not all madrasah needs are funded by the government because the government budget is limited, existing regulations are also a factor for Madrasah Heads in empowering committees, and the opportunities that exist to empower The committee is also one of the factors for the Madrasah Head in empowering the committee.

Based on Minister of Education and Culture Regulation Number 75 of 2016 concerning School/Madrasah Committees may raise funds. In this Permendikbud, it is stated that the

School/Madrasah Committee raises funds and other educational resources to carry out its function in providing support for personnel, facilities and infrastructure, as well as educational supervision (Permendikbud, 2016: 75). So this is one of the main factors.

Head of Madrasah in empowering existing committees at Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah Aliyah. Because funds are a very important factor for madrasahs to make them good and superior. With funds, the existing infrastructure at the madrasah will be well provided for.

Obstacles to Madrasah Heads in Empowering Committees at the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu

The results of the findings and interviews show that there are not so many obstacles in empowering the committee, the obstacles include the busyness of each person, both the Madrasah Head and the Committee itself, then another obstacle is the absence of input or suggestions from the madrasah committee regarding what program they want to carry out so that it reaches Currently, madrasahs are still waiting for the committee to provide suggestions or input regarding what programs they want to create and implement.

According to the Big Indonesian Dictionary, an obstacle is a situation that causes implementation to be disrupted and not carried out well. Based on the opinion above, it can be understood that an obstacle is a situation that causes a job or implementation to not go well. From the researcher's analysis, the obstacles that occur at Madrasah Aliyah Private Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu is not that important, because all these obstacles can be resolved well. The programs created by the madrasah are also implemented well by the madrasah committee management.

Solutions Provided for Barriers to Committee Empowerment at Al Washliyah Aekkanopan Private Madrasah Aliyah Kualuh Hulu North Labuhanbatu

Based on the research results and findings above, it can be seen that the solution that can be provided by the Head of the Madrasah is to always communicate with the committee both formally and informally, and it is hoped that the committee can provide input or suggestions to the madrasah in terms of providing input regarding the program. what the committee wants to implement, unlike before the committee only waited for information and instructions from the madrasah, the madrasah itself hoped for a program proposal proposed by the committee for the progress of MAS Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu.

According to Munif Chatib, a solution is a way out or answer to a problem. A solution is a method or path used to solve or resolve a problem without any pressure. The meaning of pressure is the existence of objectivity in determining solutions to problems where the person looking for a solution does not impose his personal opinion and is guided by existing rules or regulations.

Based on the opinion above, it can be concluded that a solution is a method or solution used by a person or group to find or solve the problems they are experiencing without any pressure.

Results Obtained in Empowering Committees at Al Washliyah Aekkanopan Kualuh Hulu Private Madrasah Aliyah North Labuhanbatu

Based on the results of the research above, the results obtained from empowering the committee at Al Washliyah Aekkanopan Kualuh Hulu Labuhanbatu Utara Private Madrasah are quite good and it can be seen that the madrasah committee is able to finance madrasah operations, several extracurricular activities have also increased significantly, making the

extracurricular activities in the Madrasah Private Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu received a positive response in the community. Article 10 paragraph (2) of Minister of Education and Culture Regulation Number 75 of 2016 states "Fundraising and other educational resources take the form of assistance and/or donations, not levies." From this it can be seen that the madrasah committee is allowed to raise funds for the advancement of the madrasah. The proceeds from the fundraising can be used for:

- a. Cover the shortfall in educational unit costs
- b. Funding for programs/activities related to improving the quality of schools/madrasahs that are not budgeted
- c. Development of educational infrastructure, and
- d. Funding for the operational activities of the School/Madrasah Committee is carried out fairly and responsibly.

From the explanation above, it can be seen that the results obtained from empowering the committee at Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah Aliyah are good and in accordance with existing and enforced regulations.

Madrasah Head Leadership Strategy in Empowering Committees at Al Washliyah Aekkanopan Kualuh Hulu Private Madrasah Aliyah North Labuhanbatu

Strategy comes from the Greek "Stratogos" which means the science of generals to win a battle using limited resources. Based on the opinion above, it can be concluded that strategy is a strategy, effort, plan to carry out and carry out a thing or activity to achieve the desired goal.

Based on the research, it can be concluded that the strategy used by the Madrasah Head in empowering the Committee is the "Bottom-Up" strategy, meaning from the bottom up, or in another sense, namely by means of deliberation, carrying out "Sharing" which is carried out by the Committee by providing suggestions. Then the madrasah provides a program that can be supported and carried out by the Committee so that the desired goals can be achieved.

Therefore, the implementation of School/Madrasah Committees at all types and levels of primary and secondary education units really requires a Madrasah Head figure who has high capability, credibility and fighting power based on trustworthy leadership. Because the good and bad of a madrasah can be seen from who leads the madrasah, namely the Madrasah Head, if the Madrasah Head and the strategies he uses are good then the madrasah is good.

CONCLUSION

Based on research findings and discussion of research results regarding the Madrasah Head's Leadership Strategy in Empowering Committees at the Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah, it can be concluded that it has gone quite well which is in accordance with the programs and strategies that have been implemented by the Madrasah Head.

In detail, as a conclusion from the Madrasah Head's leadership strategy in empowering the committee, the role of the committee at the Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu Private Madrasah Aliyah is not good enough. Because the only role played by the committee at Al Washliyah Aekkanopan Kualuh Hulu Labuhanbatu Utara Private Madrasah is only limited, namely, the committee plays a role in paying attention to the needs of the school/madrasah, the committee only carries out what is instructed by the madrasah or in other words they do not have suggestions or enter another.

The Madrasah Head's Program in Empowering Committees at the Private Madrasah Aliyah Al Washliyah Aekkanopan Kualuh Hulu North Labuhanbatu is quite good. The program carried out by the head of the madrasah and the ranks of the Al Washliyah Aekkanopan

KualuhHulu North Labuhanbatu Private Madrasah is only related to outreach to parents/guardians of students, regarding the latest information regarding madrasahs relating to madrasah money quotes, connecting with students and then the committee notifies the parents/guardians of the students, in other words the committee becomes a liaison between the madrasah and the parents/guardians of the students because that is the committee's job.

Factors that Influence Madrasah Heads in Empowering Committees at Al Washliyah Aekkanopan Kualuh Hulu Labuhanbatu Utara Private Madrasah, namely, the madrasah's needs are not entirely funded by the state, the government budget is limited, the chairman and secretary of the committee management have a broad understanding so they can exchange good thoughts for the madrasah in the future, existing regulations and finally because of the opportunities that exist to empower the committee.

The obstacles for Madrasah Heads in Empowering Committees at Al Washliyah Aekkanopan Kualuh Hulu Labuhanbatu Utara Private Madrasah are not so much just the busyness of each individual, both the Madrasah Head and the madrasah committee.

Solutions Provided for Barriers to Committee Empowerment at Al Washliyah Aekkanopan Kualuh Hulu Labuhanbatu Utara Private Madrasah which is carried out by the Head of the Madrasah is to always provide time for communication both formally and informally.

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