



School Principal's Efforts as an Innovator in Improving Performance at Madrasah Ibtidaiyah

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ABSTRACT

In essence, the principal has the responsibility to improve the work program. In its development, not all aspects are in accordance with what is expected. Principals must have good performance experience in improving the innovations that will be developed. This research aims to find out efforts to improve performance with various innovations made by school principals. Thus, this research uses quantitative methods by conducting an in-depth review through the use of WhatsApp applications. The results that researchers get from the research conducted are researchers can find out what innovations are made by school principals to improve the performance of Madrasah Ibtidaiyah for students. From the research conducted by the researcher, it can be concluded that, the efforts of innovation made by the principal to improve performance are good, but it is hoped that a review will be carried out to the government in order to maximize the performance expected by the principal of the teachers, students in the school, because if seen at this time the principal only gets information from each homeroom teacher, by conducting the review, the principal will know what is needed or needed by the school to make the school even superior. The limitation of this research is that researchers do not make a detailed description of what innovations will be made by the head of Madrasah Ibtidaiyah to measure existing progress, therefore further researchers can conduct more detailed research. In order to obtain more maximum innovation or new movements.

Keywords: *Innovator, Performance, Principal*

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INTRODUCTION

Madrasah is an educational institution that distributes knowledge related to Islamic religious knowledge. Madrasahs are the same as public schools but the difference is in the religious lessons that are more than schools in general (Asadullah & Maliki, 2018; Milosz et al., 2020; Muhamad & Othman, 2020). The purpose of the madrasa is to develop and

expand the potential in thinking by students which aims to make students become believers and get closer to Allah SWT, madrasa will also create individuals who are noble, civilized, and prioritize ethics (Marwazi & Abid, 2021; Milosz et al., 2020; State Hermitage Museum & Sadofeev, 2022). Not only that, the madrasah function will also shape students to be more insightful and knowledgeable. And madrasah will also make the nation's generation become democratic citizens and have a high attitude of responsibility (Doctoral student, Universitas Negeri Malang & Lecturer at Islamic Institute of Muhammadiyah Sinjai, Indonesia, oemar.tech.iaim@gmail.com et al., 2021; Kweh et al., 2019; Latief et al., 2021). In madrasah includes several components of education which include the objectives of education, educators, the environment, students, there are infrastructure facilities for education.

In education includes the name of educators, the definition of educators or teachers is a part of society that devotes itself to the world of education which aims to support the implementation within the scope of education (Coman et al., 2020; Gudmundsdottir & Hatlevik, 2018; MacIntyre et al., 2020). Part of the teaching staff are teachers, principals, and administrators. The function of the teacher here is as an instructional or tutor who teaches or provides knowledge to students (Khajavy et al., 2018; Lawrence & Tar, 2018; Uerz et al., 2018). The teacher is also the one who plans the learning program and who will elaborate on the program that has been prepared (Cortese et al., 2018; Howe et al., 2019; Scherer et al., 2019). As a teacher must also play an important role and must also have high insight and broad thinking because the teacher will transfer knowledge to students (Cantillon et al., 2019; Edwards et al., 2018; Gutiérrez & Tomás, 2019). Furthermore, the principal is someone who is given additional duties to lead and guide the system in a school that organizes teaching and learning activities. Principals also have many roles in the world of education.

The role of the principal is to be responsible for the principles of administration in the school (Ahmed Abdullah & Sultana Mirza, 2020; Arar et al., 2019; Drosos et al., 2021). The principal also has the task of developing the curriculum and learning methods, then the principal must evaluate and guide the teachers so that they can find out the development or movement that has been carried out, then the principal must be good at managing the school or budget from the school and also related to correspondence (Bugaru & Vasile, 2022; Knight Abowitz, 2022; O. Arop et al., 2020). As a principal, you must also hold a meeting for the purpose of the meeting so that you can prepare your performance for the next time, so that the school can be more developed and far more advanced (Grissom et al., 2019; Schneider & Pilz, 2019; Yılmaz & Bıkmaz, 2021). The next role of the principal must also be able to become a supervisor, which means that the principal can help teachers in developing the process of learning activities by planning, and implementing. And the last role of the principal is as an innovator.

The purpose of the principal as an innovator is that the principal must be able to develop innovative, creative and more creative learning models (Arar & Taysun, 2020; McGuinness et al., 2018; Merenkov et al., 2019). Because by using this mode, teachers will have the flexibility to develop potential in the learning process in the classroom, and

be able to make the school experience an increase to a superior one. To create new innovations, several reasons are needed, namely innovation will change the quality of a school, with this innovation the school will experience a better movement and follow the development of technology (Banyard et al., 2019; Godfrey et al., 2019; Huang, 2021). By implementing innovations, there needs to be preparation by considering long-term, medium-term and long-term priorities. The success of the principal in improving the quality of learning from various innovations in the school means positive value. The existence of various innovations from the principal makes the awakening of the intellectual potential of student (Kraft et al., 2018; Leal Filho et al., 2018; Lunyachek & Ruban, 2018). Da n learners will be able to develop their minds, and can find answers to any problems that occur.

Basically, to improve the quality of the school, there needs to be a good performance effort from the principal (Bin & Mandal, 2019; Chui et al., 2020; Odinokaya et al., 2019). Principals must be able to think to make changes in realizing it requires a professional principal because it is not as easy as what is imagined, therefore in its implementation it takes a long process that does not just happen (Alexander, 2018; Mapp et al., 2019; Reed et al., 2019). In fact, many school principals do not carry out their duties properly, in its application it is expected that the principal has the right attitude in carrying out his duties, namely always being open in the work program that will be carried out. For this reason, it is expected that the principal has motivation and enthusiasm and discipline in carrying out all tasks so that it can have implications for the implementation of good quality. Since the principal is the leader of the school, he/she has full responsibility for the development of the school (Pike Lacy et al., 2021). Therefore, researchers will discuss the Principal's Efforts as an Innovator in Improving Performance in Madrasah Ibtidaiyah in this Scientific Article.

Based on the results of relevant research from Lailatu Zahro in 2013 entitled Principal Efforts as an Innovator in Improving Performance at Tarbiyatul Athfal Elementary School, the principal involves students in the process to be achieved. Principals provide students with opportunities to improve students' abilities to reach higher education. Furthermore, the role of the principal here is to seek the formation of a team to see learning outcomes. In using learning time efficiently, the principal helps students and teachers in developing and guiding their abilities. The next effort made by the principal in this study is to want to develop science, technology, and so on. Principals are also required to be able to provide good learning and counseling guidance at school.

Furthermore, the results of research that researchers can get from Nasib Tua Lumban Gaol in 2018 entitled The Role of the Principal in Improving Teacher Performance efforts made by school principals include the need to improve the quality performance of teachers in focusing on developing teacher abilities. The principal distributes sufficient funds to improve teacher professionalism, the principal provides facilities and infrastructure as a professional guide for teachers. Principals create supportive institutional habits. Realizing school updates and rewarding teachers for their performance. Relevant research results that researchers can get from Ahmad Bukhari

Siregar, et al entitled Performance Evaluation of Vocational High School Principals in Langkat Regency in 2015, namely the existence of supervision in the implementation of academic together with other school principals, in its application carried out in different schools and fostered according to the maintenance of different supervision. In the implementation of the principal's performance improvement begins with an examination of the lesson plans that teachers have. Furthermore, the principal conducts observations according to a predetermined schedule of professional observations of teachers in teaching in the classroom. In observing it must be done consistently. The habit is given once a month with seriousness. Furthermore, provide an evaluation of the teacher in the new school year, and the principal makes a warning that is cooperative to complete what has not been fulfilled.

The reason the researchers used a study entitled Principal's Efforts as an Innovator in Improving Performance in Madrasah Ibtidaiyah is because some of the principals have not been maximized in striving to increase the capacity of the school. Researchers want to know the professionalism of teachers in providing material and teaching whether it is as expected or not, whether the principal is able to supervise this. Researchers want to know what policies the principal has made, whether he has been able to implement them properly. In order to have knowledge of how far the principal provides a sufficient budget for the creation of teacher quality, for example, such as providing guidance or training according to the needs of each teacher. With the efforts made by the principal, it is hoped that he will be able to improve his performance at school.

RESEARCH METHODOLOGY

Researchers used quantitative methods in this study because they surveyed several people by asking several questions related to the events under study. The resulting understanding is more of an approach that is experienced by the reader (Baugh, 2001; Li et al., 2020; Park et al., 2018). The problem in this study is to influence through approaches with many people. In his research using a google form questionnaire that contains questions and answers from readers, the point is to measure the problem and processed in the form of data. To get concrete information, researchers use this method because it can count the number of answers chosen. In his research using data collection analysis, it is used so that researchers can draw conclusions from the data that has been collected. Researchers provide an overview of the underlying relationship. By using this method, researchers can see differences in relationships between individuals and groups.

This research comes from principals and students who feel the impact of the performance carried out by the principal by looking at the development of work prospects and the ability of teachers in the teaching and learning process with the use of random samples, everyone is given the opportunity to participate. The researcher asks questions related to whether the performance of the principal is as expected. The steps in this quantitative research are researchers trying to formulate problems, develop a framework, create and test hypotheses, then researchers draw conclusions from the hypotheses that have been tested (Paoletti et al., 2019; Silva et al., 2018). In this quantitative research, the

researcher has the aim of testing this given theory whether it is right or wrong. In the approach that researchers take is objective, and the whole of this data collection uses statistical testing.

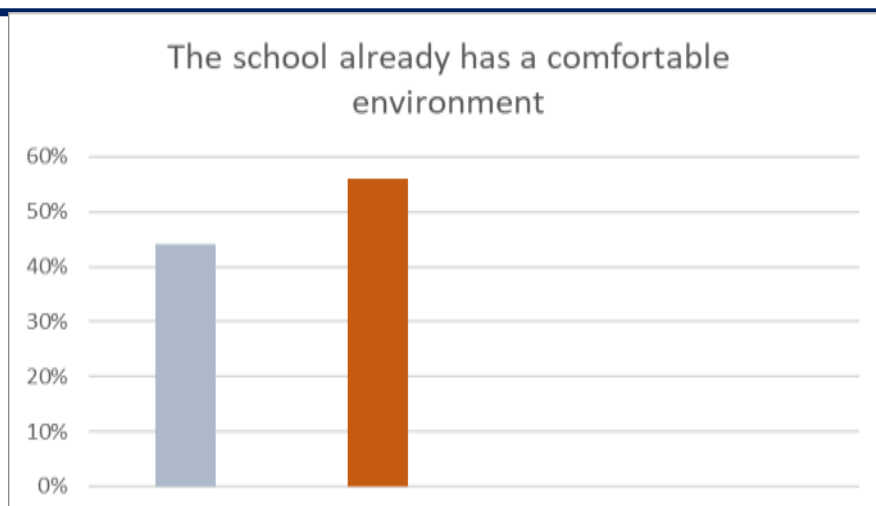
RESULT AND DISCUSSION

Innovation can be defined as something new or a renewal. Innovation for school principals can be in the form of new ideas regarding changes to schools, this innovation is used to continue to develop and improve the quality of education so that it can compete with other schools. As for improving the quality of education in schools, the principal must strive to make improvements or curriculum development, improve infrastructure in education, evaluate every month to continue to improve the quality of educators with the quality of students. But not only that, the principal must also be able to create active, creative and innovative school citizens so that an educational institution is able to compete in any situation. And also the principal must be able to realize the targets that have been designed so that the quality of education gets good results.

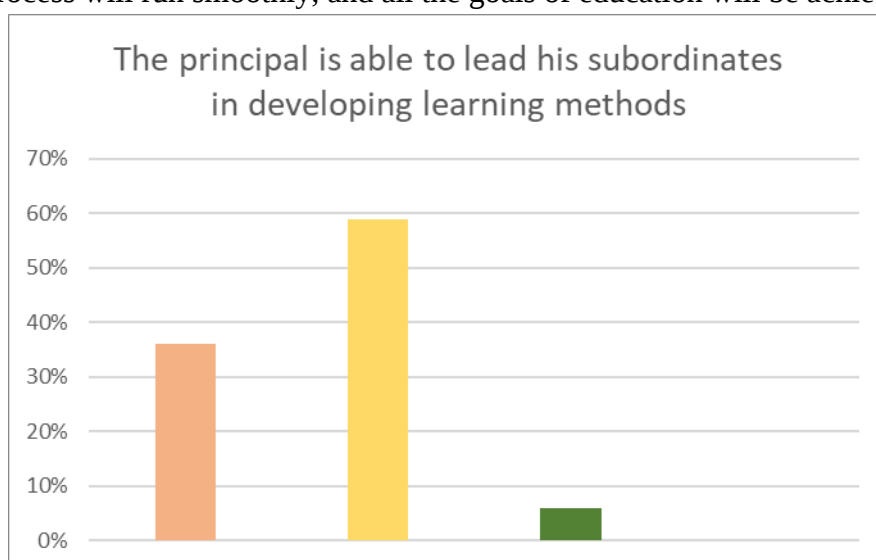
The quality of education can be assessed from the academic and non-academic fields, and also provides direction to educators or students by means of the principal visiting each class in the teaching and learning process so that the principal knows what obstacles occur during the learning process. Principals must always strive so that educators can keep up with technological advances, so that educators do not lag behind in technology and information in accordance with the progress of the times. Principals can include educators in trainings or educational seminars, even by conducting comparative studies to various schools that are far more advanced in the use of modern technology. This is done by the principal so that students always get direction or guidance to always improve their achievements.

In the school environment the role of the principal as a leader is needed, the principal who always pays attention to how the development and progress of the school. In every school there must be various inhibiting factors experienced by each teacher in the process of achieving good performance, therefore the principal must strive to provide positive energy to teachers to carry out their duties seriously and responsibly in order to produce good performance and improve every day. And of course, innovation or a new thing channeled by the principal must also be fully accounted for so that there is no decline that makes the quality of education from the school decline. Principals in carrying out their duties as leaders must know their duties and understand their role.

The principal's efforts as an innovator in improving his performance greatly affect the improvement of the quality of school education, and professionalism as a leader. Therefore, the results of the research that researchers obtained regarding principal innovation can be described as follows:

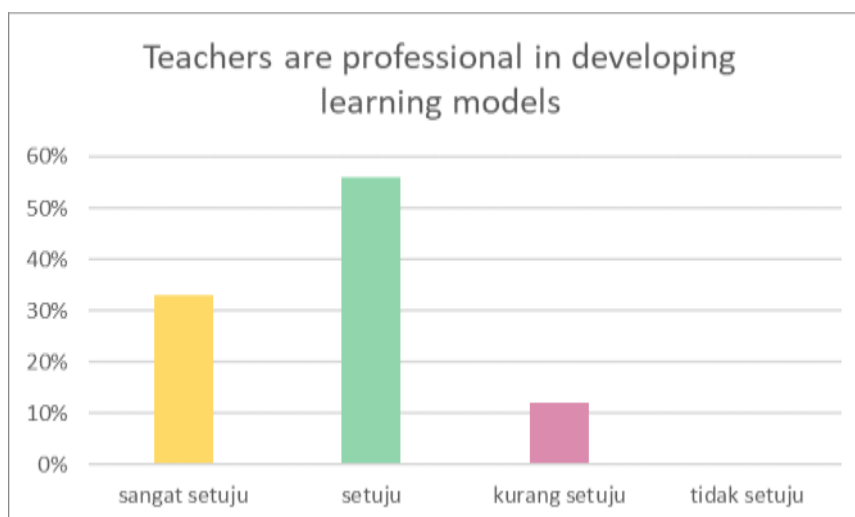


Based on the survey that researchers got about the school environment, many school residents agreed that the school must be able to create a comfortable environmental atmosphere. Because if the environment is not safe then the learning process will not be smoothly carried out. Creating a comfortable environment can be pursued such as students must start from home because from the situation at home it will have an impact on the environment at school later. A comfortable school atmosphere is one form of effort made by the principal. Because the comfort of the school does not only have an impact on students but will also have an impact on the workers who are there, for example, such as teachers, janitors, Administration, and so on. If a positive environment is created, employees will work optimally, then students will feel safe and comfortable, so that the learning process will run smoothly, and all the goals of education will be achieved.

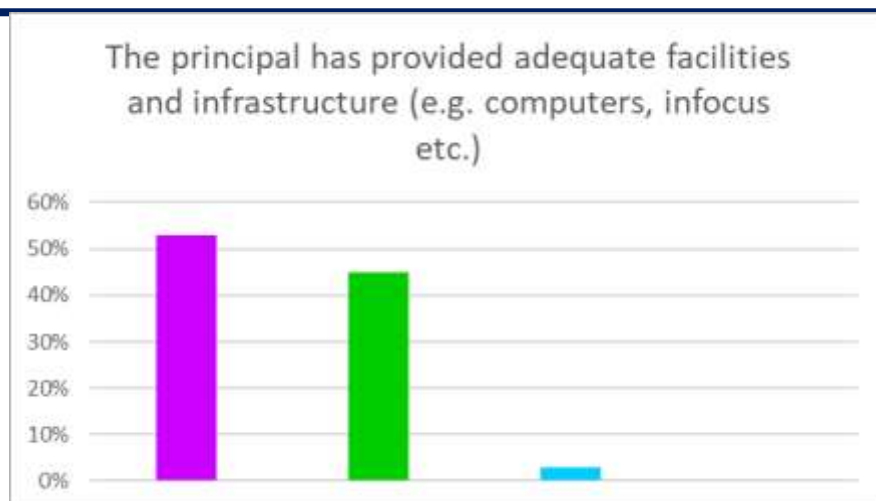


Based on the search conducted, the researcher wanted to know the responses or responses from friends who had seen the principal's ability to lead his subordinates in developing learning methods, as well as to several teachers who felt the impact, by distributing a questionnaire in the form of a google form. Some of them chose to strongly agree, namely 35%, agree 60%, disagree 5%. It can be seen that many agree that the principals in their respective places already have the ability to lead their subordinates to

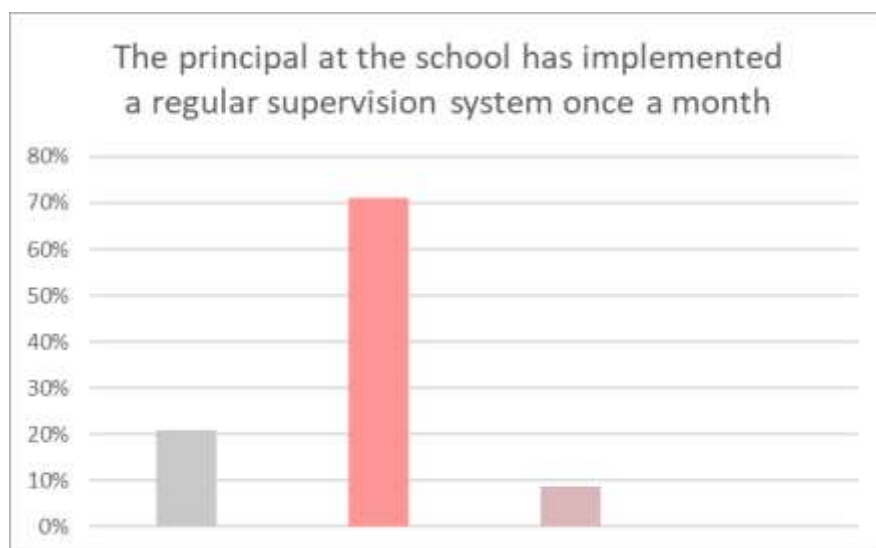
develop learning methods properly, but there are still those who disagree with the development carried out by the principal. Because basically the methods carried out by teachers in developing methods can be seen in the way teachers teach their students, whether the results are in accordance with the expectations and goals that have been determined or not. If it is appropriate, the principal can be said to be capable of developing it.



Based on the review that the researchers got from the results of distributing questionnaires regarding the professionalism of teachers in developing learning models, more agreed. However, some still disagree with the results of the learning model developed by the teacher. The results of distributing questionnaires that researchers obtained stated that there were 35% of students who strongly agreed, 55% of students agreed and 15% of students who disagreed. It can be seen that students and teachers who agree with the development carried out are more than students and teachers who disagree. As we know that the role of teachers is the most important factor in education, teachers will create competent children, so that someone is able to live in society well and be useful to others. For this reason, the need for supervision provided through the principal, in order to create professional teachers in carrying out their duties. If the principal is able to control the teachers, it will be easier for the principal to achieve the goals he wants to achieve. That way it will create the development of a good and varied learning model if the teacher is an expert in his field.

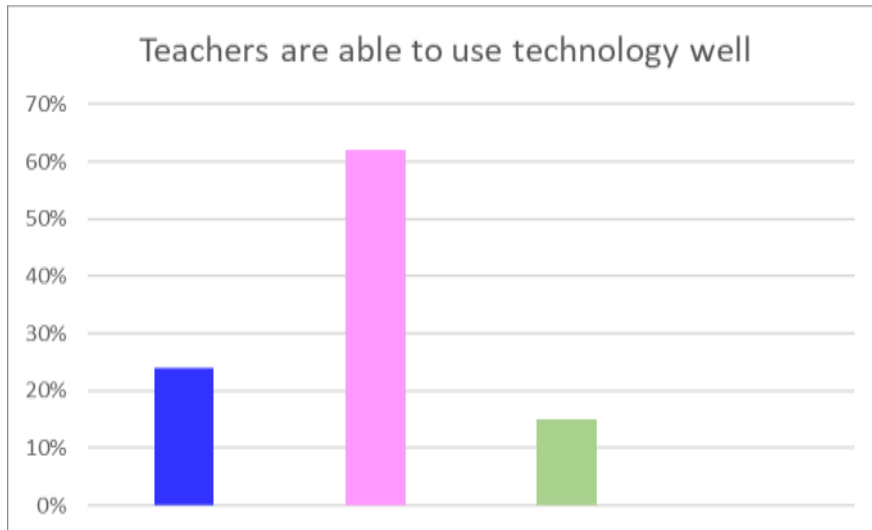


Based on the examination conducted by the researcher, it can be seen from the results of the distributed google form that the researcher can conclude whether the principal in his place has provided adequate facilities and infrastructure, namely as much as 50%, agree 45%, disagree 5%, it can be seen that some of the students and teachers have different opinions on this matter, some are adequate there are also inadequate in the development of facilities and infrastructure. Because these facilities and infrastructure are also the most important thing in the learning process, the role of the principal is needed for the development of existing facilities and infrastructure at school in order to realize ideal learning according to what is envisioned. In order to create school resources according to what is expected, the principal should provide good planning, the principal submits to APBS based on the needs needed.

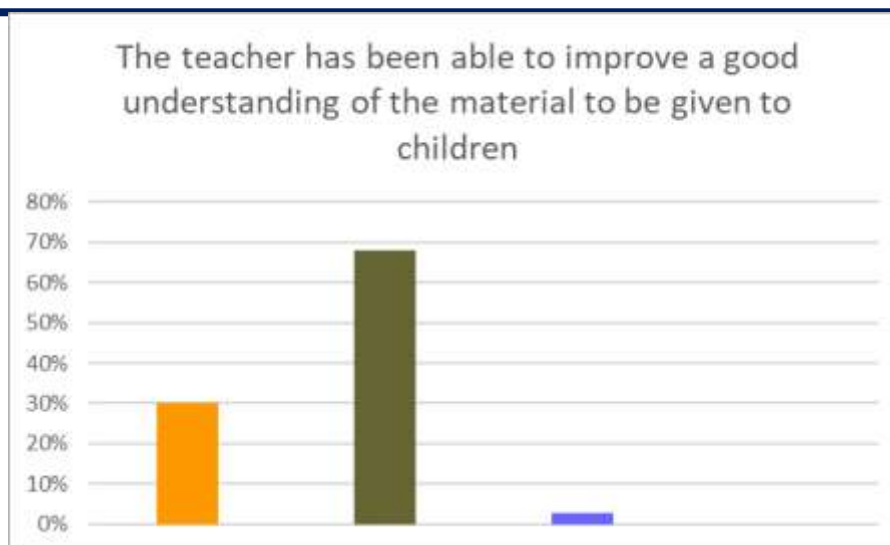


Based on observations made by researchers regarding the principal's duties in implementing supervision carried out regularly once a month, there are 3 different statements regarding this matter, including some choosing to strongly agree there are 20% then those who agree amount to 70% and less agree 10%, it can be concluded that many agree to the implementation of regular supervision carried out at school. How supervisors

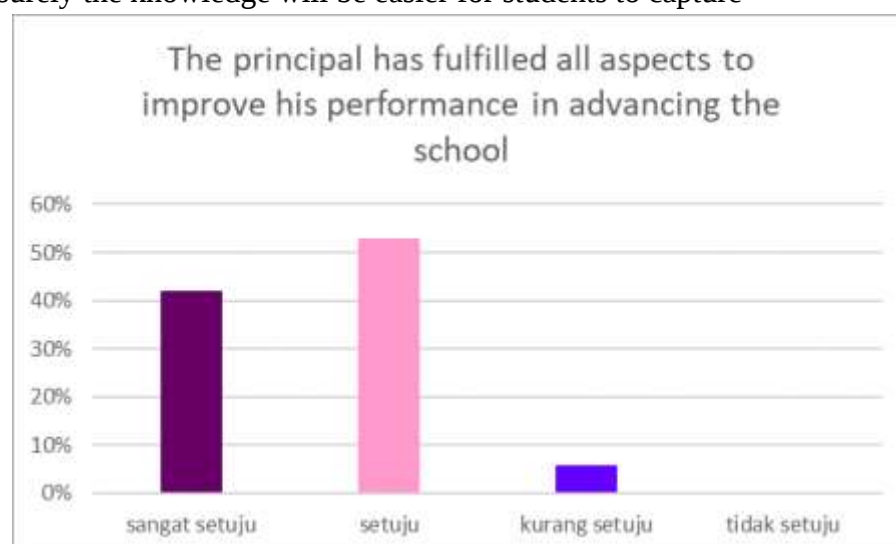
can monitor the development of teachers and workers at school whether it is in accordance with what has been agreed or not. That is, it can provide facility efforts to teachers according to what is needed. And in order to provide improvements to things that are not appropriate or that have been agreed upon beforehand. This way the purpose of education is well organized.



Based on the graph on the issue of how the principal can manage teachers whether they are able to use technology properly in each school occupied by students and teachers, who agree 62%, strongly agree 24%, disagree 15%. In this era of globalization, teachers are required to be able to make good use of technology because the times are developing, technology is advancing, if teachers do not care about it, they will be left behind by technology. The benefits of technology can help teachers find interesting methods, source material, so that learning is not monotonous. Although the teacher's job cannot be replaced by technology as teaching material. But technology can make learning that was previously uninteresting will be maximized and students will more easily understand the learning. Principals should be able to provide technology at school to teachers, and provide teachers with training that can help teachers to improve their ability to use technology.



Regarding the review conducted using a google form distributed to the community on the principal's duties applied to teachers to improve the good understanding that will be given to students, 30% of people chose to strongly agree, 68% chose to agree, and 2% disagreed. It is necessary for the principal to improve the understanding of good material from teachers for students. Because the principal is the most important coordinator at school. Many of the teachers still do not have their competencies intact. Principals must have sensitivity to the needs of each teacher, what is still lacking, what must be improved, what needs to be evaluated. Principals must have the right policy in its implementation. If the teacher has been able to increase a good understanding of himself and then given to students, surely the knowledge will be easier for students to capture



Regarding the results obtained on the question of whether the principal has fulfilled all aspects to improve his performance in advancing the school, there are 42% who strongly agree, 53% agree, and 6% disagree. School principals are expected to be able to fulfill all aspects related to the learning process, curriculum improvement, improving facilities and infrastructure, budget aspects, improving and measuring, applying methods,

and others. Principals have an obligation to determine a clear and structured vision and mission so that in the implementation process they can advance the school quickly. With efforts to optimize the performance of principals, teachers, and all staff can accelerate the expected progress. In addition, it is necessary to assist teachers in making all improvements so that they are always consistent in achieving all the expected goals.

The role of the principal is the most important thing in managing the process of improving school quality. The principal must have a professional spirit or expertise to make it easier for him to achieve the expected goals at school. In carrying out their duties, principals are required to always coordinate good programs and methods in evaluating the development and targets to be achieved by the school, with existing teachers and staff. In carrying out their duties, principals are required to be role models so that students can imitate good examples so that it will produce a positive culture from within a student. Principals must have new innovations in order to create change and find inspiration that can advance the school. In order to realize the vision and mission, the principal must have clear goals for decision making that is right on target.

CONCLUSION

Principals are responsible for the quality of schools that are accredited by the Ministry of Education. Therefore, it is necessary for principals who always want to find and try new things. With a principal who continues to develop an innovative spirit, it will be easier to improve the performance of educators in the learning development process for students. For this reason, the role of the principal is indeed the most important thing when trying to develop the quality of the school itself. From the survey results that have been attached, many of the students said they agreed that the principal had provided creative innovations when improving the competence of both teachers, janitors and students. Many of the students also said they strongly agreed with the principal's efforts to provide innovation during the learning development process. It cannot be denied, to realize the vision and mission that the school wants to achieve requires the presence of a professional principal, such as the way the principal solves problems both from teachers and students, has responsibility in carrying out tasks and so on. It can be seen from the existing results, it can be concluded that some principals in certain areas have been able to provide innovation in improving the performance of good teachers so that they can produce competent students.

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