



Increasing Educator Loyalty in Achieving Quality of Learning

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Abstract: Madrasa headmasters are responsible for developing the loyalty of their educators in order to improve student learning quality. Educators need to demonstrate their abilities to meet their school's interests and improve the quality of learning and student achievement. This research focuses on how the headmaster of the madrasa improves the learning quality at MA-Al Urwatul Wutsqo Jombang. This research is descriptive qualitative research. The data collection techniques used were interviews, observation and documentation. The finding shows that to improve learning quality in the madrasah, the headmaster builds collaboration with the madrasa foundation or owner through which human resources, especially the teaching staff, have been managed and developed. In addition, the headmaster is able to recruit the teaching staff based on the needs, professionalism, evaluation, and coaching system.

Keywords: *Loyalty, Educator Staff, Learning Quality*

Abstrak: Pelaksana tanggung jawab kepala madrasah dalam hal pelaksanaan proses adalah tenaga pendidik sehingga seorang pendidik mempunyai peran besar dalam meningkatkan mutu pembelajaran pada peserta didik. Tenaga pendidik harus mempunyai kompetensi untuk memenuhi kebutuhan sekolah sebagai upaya meningkatkan mutu pembelajaran dan prestasi peserta didik. Adapun yang menjadi fokus dari penelitian ini adalah bagaimana manajemen kepala madrasah dalam peningkatan mutu pembelajaran di MA al Urwatul Wutsqo Jombang. Penelitian ini merupakan penelitian kualitatif yang bersifat deskriptif. Adapun Teknik pengumpulan data yang digunakan yaitu wawancara, observasi dan dokumentasi. Sedangkan hasil dari penelitian ini yaitu dapat dipaparkan bahwa manajemen kepala sekolah dalam meningkatkan mutu pembelajaran di madrasah tersebut adalah kepala madrasah melakukan kerjasama dengan Yayasan dengan melakukan perombakan sumber daya manusianya, khususnya adalah tenaga pendidiknya. Sehingga yang dilakukan oleh kepala madrasah adalah melaksanakan rekrutmen sesuai dengan kebutuhan, penempatan sesuai dengan profesionalitasnya, melaksanakan evaluasi dan pembinaan.

Kata kunci : *Loyalitas, Tenaga Pendidik, Mutu Pembelajaran*

Introduction

In the National Education System Law no. 20 of 2003, Chapter 1 Article 1 states that teaching staff are community members involved and appointed to support the implementation of education (No, 20). According to (Murtafiah, 2022), One of the essential components of education is the teaching staff. In Law Number 14 of 2005 concerning teachers and lecturers, Article 2, paragraph 1 explains that teachers have a position as professional staff at the levels of primary education, secondary education and early childhood education in the formal education sector, which are appointed by statutory regulations. The definition above means that educational personnel are needed in the family, community, and school environments (Suprayitno & Wahyudi, 2020).

Education aims to improve the quality of human resources (Solechan & Setiawan, 2021). One of the ways to improve is through the learning process at school. To improve the quality of educational resources, teachers are one of the human resources that must be nurtured and developed continuously (M. S. Hasan, 2017). The potentiality of teachers needs to be developed so that the teachers are able to carry out their duties professionally (Ya'cub, 2021). Besides, social and learning transformation encourages teachers to continue their learning and adapt to the development of science and technology and societal mobility (Sahertian, 2012: 1).

Educators also have a significant role in improving student learning, which is the primary goal of school activities (Solechan & Ma'rifah, 2023). The learning activities include several aspects of schooling: learning objectives, media, methods/strategies, learning models, and evaluation (Solechan et al., 2023). Accordingly, educators must have the professional and pedagogical competence to improve the quality of learning and student achievement (Solechan et al., 2023).

Management of teaching staff needs to reflect a clear, firm and precise division of responsibilities for teaching staff. This is because educators are interested in having the willingness and ability to execute their tasks (Sunardi & Fauza, 2021). Therefore, teaching staff management is a solution to provide qualified and responsible teaching staff in accordance with the needs of their school (Munfarida & Sunardi, 2022). Yulandari (2020) suggests that quality teaching staff will impact the quality of education (p. 17).

So, the focus point is the teaching staff. Because teaching staff includes people who are directly involved in a learning process, the quality of learning can be improved if it is implemented well, namely supported by the presence of professional teaching staff in carrying out their duties and responsibilities, which, of course, cannot be separated from the application of management functions in improving the quality of learning.

Meanwhile, quality measures what existing customers expect from a product or service. Quality describes the essential characteristics of goodness, beauty and truth. Making something according to customer expectations means quality. Learning quality refers to the learning process at school and learning outcomes that meet stakeholders' education needs and expectations. Quality in the learning process can be grouped into input quality, process quality, and learning output quality. For this reason, a quality learning process involves various learning inputs such as students (cognitive, affective and psychomotor), learning materials, methodology, school advice, administrative support and other infrastructure and resources, and creating a conducive atmosphere (Wafa, 2017, p. 240).

The quality of the learning process is determined through methods, input, atmosphere, and the ability to manage the learning process itself (M. A. Hasan et al., 2022). The quality of the learning process will be determined by the ability of students to utilize existing resources to learn productively. School management and classroom support function to synchronize these various inputs or synergize all components in the teaching and learning interaction (process) between teachers, students and supporting facilities in the classroom in an atmosphere that supports the learning process (Senang, 2017). Learning quality can be understood through a production operations approach in the industrial sector, namely about input, process, and output quality. If the quality of the input is good and processed using a good process, then the output will almost certainly be sound. The quality of learning in schools is related to the quality of learning input, the learning process, and the learning output (M. S. Hasan, 2017).

Committing to change is critical to improving the quality of learning (Solechan et al., 2023). If all teachers and school staff are committed to change, leaders can easily encourage them to find new ways to improve efficiency, productivity and educational services (Senang, 2017). Teachers will use new approaches and learning models in teaching and assist in the development of students

MA Al-Urwatul Wustqo Jombang is a private Madrasah Aliyah (MA), an institution in the education sector located in Bulurejo Village, Diwek District, Jombang Regency, East Java Province. MA Al-Urwatul Wustqo is also one of the madrasas under the auspices of the Muhammad Ya'qub Foundation. This madrasa is experiencing a leadership transition period due to the departure of the Al Urwatul Wutsqo Islamic boarding school caretaker, who was the initiator of developing educational institutions under the auspices of the Foundation. This is what one of the teachers at the madrasah said:

“...The Al-Urwatul Wutsqo Islamic Boarding School and all institutions under the auspices of the Muhammad Ya'qub Foundation experienced a mighty

shock after the death of their caregiver in 2018. So, they are currently experiencing a leadership transition period. "We need another overhaul to unite the vision and mission between the leadership and all human resources to equalize perceptions, improve and maintain the quality of educational institutions under the auspices of the Muhammad Ya'qub Foundation."

Even more interesting is that the underlying research at MA Al-Urwatul Wutsqo is seeing significant changes after the reshuffle and increased competence of teaching staff. Among the data that can be used as study material, one of them is that in 2022 MA Al-Urwatul Wutsqo 3 (three) students passed the SNMPTN exam (Sofyan, 4ntonsofyan@gmail.com, n.d.-b). In 2023, 26 students passed the SNPMB (Sofyan, 4ntonsofyan@gmail.com, n.d.-a), although some of it is not published on the Madrasa website. These data make this research exciting and thorough.

Research methods

Research about increasing the loyalty of teaching staff in achieving learning quality at MA Al-Urwatul Wutsqo Jombang using a qualitative approach. Qualitative research has the following specifications: *First*, the research instrument is the researcher himself; *Second*, research data is in the form of words or sentences; and the form of analysis is in the form of descriptions of various theories.

The techniques used to retrieve information in research are positive sampling and snowball *sampling* (Sugiyono, 2017). *Purposive* sampling is a way to determine who will be used as a data source by considering each person who knows and understands more about the problem to be researched. Then, the researcher determines the main (key) informant. The primary informants in this research were the head of the madrasah, the head of the curriculum, and the teachers and staff at MA Al-Urwatul Wutsqo Jombang. Furthermore, snowball sampling techniques developed several of these critical informants into other data sources.

Three strategies are used in data collection: First, observation (focus) uses all the senses you have, not only the eyes but also the senses of smell, hearing, touch, and taste (Creswell, 2013). Observation is a data collection technique that is carried out by observing all activities that are taking place (Sukmadinata, 2011). Second, interview. This technique is carried out by conducting conversations, questions, and answers between the informant and the subject to obtain complete and comprehensive data (Creswell, 2013). Meanwhile, an in-depth interview is a verbal question-and-answer process where two or more people physically face each other, and one can see the other's face and hear the voice with one's ears (Hamzah, 2019). Third, documentation. Techniques used to collect data. Documents do not only take the form of writing but can also take the form of objects, document books, inscriptions, symbols or others.

The data analysis technique used is data collection; this stage is where the researcher collects data to obtain information according to the focus being sought. This data was collected through interviews with several informants, then observations in the field and documentation related to the required data. *Second* is data condensation; at this stage, the researcher notes and writes in detail, summarises, sorts, looks for patterns, and discards data that is not needed from various data obtained while in the field (Sugiyono, 2017). Because the data from the field is extensive. After the data was collected, the researcher condensed the data regarding teaching staff and improving the quality of learning. *Third*, researchers create short summaries, relating one set of patterns to another in a chart format – *Fourth* is concluding or coming up with some conclusion or verification. Credible conclusions are reached when they are supported by solid evidence from the start and are maintained when the researcher returns to the field to gather further information.

Results and Discussion

Result

Management of Madrasah Heads in Improving the Quality of Learning at MA Al-Urwatul Wutsqo Jombang.

Teaching staff management must have a clear, firm, and precise division of responsibilities so that the program that has been determined can run well and all teaching staff are willing to work and carry out the tasks given. So, teaching staff management is a solution to providing qualified and responsible teaching staff that meets school needs. Having quality teaching staff will have an impact on the quality of education. The strategies implemented by MA Al-Urwatul Wutsqo Jombang in improving the quality of learning as per the results of interviews with madrasa heads and several other sources are:

Recruitment is critical to obtain effective recruitment results. Recruitment is carried out according to school needs. This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"Recruitment is carried out at our madrassa only through one door because this madrassa is under the auspices of the foundation, so we only help with administration, but the foundation makes all decisions.

Al-Urwatul Wutsqo Jombang educators confirmed the above statement:

"Recruitment at this madrasah relies on the foundation, so if we want to recruit prospective new teaching staff, we have to ask for permission first; if the foundation allows it, then we do it and vice versa.

Placement is a critical process for placing teaching staff into the correct job position or by the field of study they teach. This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"For the placement of teaching staff, we place them according to their educational qualifications, and it must be linear according to what the madrasa requires, for example, mathematics teachers, so we place them according to their field. "It is different from before, in that we do not pay too much attention to the linearity of the teaching staff, but now they have to be by their field to maintain the quality of our madrasah learning."

Providing compensation is one way to foster enthusiasm for work. Educators who have a passion for teaching can quickly improve their performance at work, and providing compensation to educators can also improve their welfare and impact teacher performance.

This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"We compensate teaching staff every month; we give these people their rights; even though it is not much, we must fulfill them.

Coaching or development must be carried out by teaching staff to develop the quality of learning for students at the educational institution. This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"We carry out explicit evaluations every month, and supervisors give directions to madrasa heads and motivate the teaching staff. That is there. However, what is certain is that every month, we carry out coaching and evaluate every work in the month that we have passed.

The teaching staff at MA Al-Urwatul Wutsqo Jombang confirmed the above statement.

"The coaching or development at this madrasah is good; the coaching or development carried out by the head of the madrasah for the teaching staff is to motivate them to be even more enthusiastic about teaching.

The release or dismissal of teaching staff must be processed under certain conditions so that the dismissal is conducted professionally. This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"If you cannot work together, you violate too many things and abandon your obligations. Living people must be diligent; when people ask for their rights, they must fulfill their obligations. If they often abandon their obligations and then demand their rights, this will be funny, as well as if they violate SP 1, SP 2, and SP 3. Then, we must hand it over to the foundation to be expelled.

The teaching staff at MA Al-Urwatul Wutsqo Jombang confirmed the above statement.

"Yes, if you can no longer carry out your obligations properly and often commit violations, the madrasah will hand it over to the foundation to be expelled.

This is supported by the results of documentation received by researchers regarding the documents or archives of warning letters (SP) given to problem teachers as supporting evidence. The archive records in detail the offenses or problems committed by the teacher and the actions to be taken by the madrasah in responding to them.

Every educational institution must have educational tools/facilities provided by that institution. So that educators and students can make good use of these educational tools/facilities. This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"I set it free; we have an LCD in the classroom then the teacher wants to teach; however, I set it free, we try to provide the facilities, we provide them, and we make them accessible to use them because it requires exports so how do these children understand.

Organizing learning and evaluation is the process of collecting, processing, analyzing and interpreting data as material for decision-making. Evaluation is needed to determine the level of an object being evaluated. In this context, the evaluation of the quality of learning that is the object of evaluation is the quality of the learning. This evaluation analyses the performance percentage of teaching staff in carrying out their duties.

This is the statement by the head of the MA Al-Urwatul Wutsqo Jombang madrasa as follows:

"We have homeroom teacher meetings once a week, where homeroom teachers can communicate with their children to see the problems students are facing so we can evaluate them.

The teaching staff at MA Al-Urwatul Wutsqo Jombang confirmed the above statement.

"Once a month, the head of the madrasah holds a meeting with the homeroom teacher and teachers to conduct evaluations related to teaching and learning and related to students.

Furthermore, based on observations made, Madrasah Aliyah Al-Urwatul Wutsqo Jombang shows a solid commitment to improving the quality of learning for its students. Coaching and development programs for teaching staff (teachers) are carried out regularly every month. This coaching and development process involves the madrasa head and supervisors, who provide the teachers with direction, input, and motivation. In addition, monthly meetings are also a forum for evaluating teacher performance over the past month.

Discussion

Madrasah Head Management in improving the quality of learning at MA Al-Urwatul Wutsqo Jombang

Based on the results of the research obtained, researchers can conclude that there are several things that the head of the MA Al-Urwatul Wutsqo Jombang madrasah has done in making breakthroughs to increase the loyalty of educators in achieving quality learning at MA Al-Urwatul Wutsqo Jombang by carrying out several different stages with previously namely:

First, The head of the MA Al-Urwatul Wutsqo Jombang madrasah held a recruitment. Recruitment is a process or effort to search for and obtain suitable and best prospective teaching staff for an educational institution (Setiawan et al., 2021). The aim of implementing madrasa recruitment is to improve the quality of educational institutions, the quality of learning, and the quality of human resources (Hariyadi et al., 2021). The head of the madrasah or the party responsible carries out the recruitment process, but the head of the foundation makes the final decision. According to (Nurmayanti, 2020), employee recruitment aims to provide outstanding prospective employees (surplus of candidates) and the most qualified (most qualified and outstanding *individuals*) for a position or title.

Second, After the recruitment has been carried out and the requirements have been met, the head of the Madrasah coordinates with the foundation to determine whether the prospective teaching staff is worthy of being accepted; the foundation determines all of this. This may differentiate one institution from another regarding the MA Al-Uarwatul Wustsqo Joombang recruitment process. After being accepted by the foundation, the head of the madrasah will determine the location according to his expertise. According to (Reginaldis and Ohoiledyaan, 2020), placement is assigning/filling positions or reassigning employees to new tasks/positions or different positions. (Ohoiledyaan 2020) states that the placement of each personnel must refer to the principles of "the right in *the right place*, namely placing the right person in the correct position. A manager must consider several things when placing workers: workload analysis, position analysis, task descriptions, and task specifications. Job analysis determines the elements of a job, such as equipment, training, attitudes, and skills, as well as the conditions for carrying out the job (Darim, 2020).

They are third, providing compensation. As explained by (Sinaga, 2020), compensation is the total remuneration received by employees as a result of carrying out work in the organization in the form of money or other things, which can be in the form of salaries, wages, bonuses, incentives and other benefits such as health benefits, daily allowances. Feasts, meal allowances, etc., are given monthly to teaching staff as wages or compensation for their performance. The same thing was done at MA Al-Urwatul Wutsqo Jombang. However, the researcher could not

provide information on the wages because the informant did not provide detailed data regarding the nominal amount. The main objective of providing compensation is to attract quality employees, retain employees, motivate performance, build commitment, and encourage increased employee knowledge and skills to increase overall organizational competence (Naja, 2020).

Fourth, The head of the Madrasah coaches once a month to equalize the perception between the head of the madrasah and the teaching staff within MA Al-Urwatul Wutsqo Jombang. According to (Mukhlisoh, 2018), what is meant by employee coaching or development is an effort carried out to advance and improve the quality of personnel within educational institutions, both educational and administrative staff. The implementation of coaching at the madrasah was attended by the head of the madrasah and by leaders from the foundation.

Fifth, the Head of the Madrasah carries out the release or dismissal. According to (Putra and Mei, 2021), the dismissal of teaching and educational staff is a personnel function that causes the organization and personnel to be released from their rights and obligations in the institutions where they work and as educational staff. Termination is the final operative function in human resource management. The term dismissal means the separation or termination of labor relations from an organization (Norvadewi, 2018). Meanwhile, the dismissal was carried out at MA Al-Urwatul Wutsqo Jombang because some teachers did not teach according to their field. The aim of these dismissals is not only to build the loyalty of teaching staff but also to improve both the quality and quantity of madrasahs and to turn these institutions into quality madrasahs.

Sixth, The head of the madrasah organizes learning and evaluation. According to (Pramudya et al., 2022), The quality of learning is determined by the implementation of learning and evaluation, which shows that the process will influence quality. Therefore, educators must be able to manage the implementation and evaluation of learning to achieve optimal quality improvement. Likewise, the MA Al-Urwatul Wutsqo Jombang madrasah holds meetings between teachers, the head of the curriculum, homeroom teachers and all teaching staff once a month to evaluate teaching and learning-related issues and to discuss problems faced by various parties so that this meeting will find solutions for future improvements.

Conclusion

The principal, MA Al-Urwatul Wutsqo Jombang, has made several efforts in this madrasa to improve the quality of learning. These efforts include the recruitment of teaching staff, coordination with the madrasa foundation/owner to determine the recruitment of teaching staff, compensation to teaching staff, regular coaching, dismissal of the teaching staff whose professionalism decreased and regular teaching/learning and evaluation. Through such efforts, the madrasa headmaster expects that there will be an improvement in the quality and loyalty of teaching staff, thereby improving the quality of learning and the student outcome from MA Al-Urwatul Wutsqo Jombang. In conclusion, the head of the madrasah has made efforts to manage teaching staff so that this can improve the quality of learning.

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