

Performance Management in Improving Competitiveness Educational Institution at MAN 2 Blitar

Naila Azizah M.R.^{1*}, Mujamil Qomar², Ngainun Naim³

^{1,2,3}Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, Indonesia

*Corresponding Author:

Email: azizalian25@gmail.com

Abstract

This research is motivated by the intense competition in the education sector, where many institutions experience a decline in performance due to low productivity of human resources. Well-implemented performance management has the potential to enhance the effectiveness and efficiency of the institution, as well as strengthen its competitiveness. The focus of this research includes the reasons why the principal pays special attention to performance management, strategies for building the performance spirit of teachers and staff, and its implications for the competitiveness of the educational institution at MAN 2 Blitar. This research uses a qualitative phenomenological approach with data collection techniques through observation, interviews, and documentation. The research results indicate that the principal plays an important role in setting performance standards, managing transparent performance evaluations, encouraging collaboration, and improving the quality of learning and operational efficiency. The strategies implemented include open communication, recognition of staff achievements, and support for professional development. The implications of good performance management are improved learning quality, better decision-making, and enhanced school reputation. With the implementation of this strategy, MAN 2 Blitar successfully enhanced its competitiveness in the education sector.

Keywords: Performance Management, Competitiveness of Educational Institutions and Islamic Education Management.

1. INTRODUCTION

The management process is very important in achieving the goals or outcomes of an educational institution by maximizing the available resources. Management is necessary because it involves stages to achieve the organization's goals effectively and efficiently[1]. Educational institutions are established to achieve goals that can be seen from the work results or achievements of the institution[2]. The management process includes planning[3], organizing[4], directing, and controlling activities in an organization or educational institution.[5] Currently, educational institutions face various challenges from the environment, including rapid changes in the fields of economy, technology, market, and competition. The rapid development of information technology also impacts all aspects of life, including education. Educational institutions must improve their quality to remain competitive and attract market attention[6]. According to Malihah, education in Indonesia faces significant challenges in the era of globalization, including the preparation of a character-building future generation[7].

Competition among educational institutions is a natural and automatic occurrence. This encourages educational institutions to continuously improve and strive to be the best, of high quality, and gain the trust of the community. Michael Porter introduced five forces that educational institution leaders must pay attention to: competition among existing institutions[8], the threat of new institutions[9], the threat of substitute educational services[10], the bargaining power of suppliers[11], and the bargaining power of buyers[12]. One of the issues faced by educational institutions is the dominance of expenditures on human resources compared to other resources[13]. The low productivity of human resources can cause the goals of educational institutions to be achieved ineffectively and inefficiently[14]. The common cause of this problem is the continued application of

traditional performance management[15] that relies solely on financial aspects. Therefore, good planning and optimal resource utilization are very important to improve the performance of educational institutions and prepare for global challenges and national competitiveness.

Performance management[16] supports organizational goals by linking the work of every employee and manager to the overall mission of the work unit. This process involves continuous communication between employees and supervisors to define, assess, and reinforce employee work behavior and outcomes. The implementation of a good performance management system is crucial for achieving the success of an organization or educational institution to compete in the global market. Factors that influence performance management include individual, leadership, team, system, and situational[17]. Performance management includes activities such as defining performance expectations, providing support, conducting reviews and assessments, and maintaining performance standards[18]. The principal, as a manager and leader[19], must have a high level of commitment so that the planned programs can succeed, by empowering all potential components and maintaining good communication among the teamwork.

After conducting field research, the researchers found that the performance management process at MAN 2 Blitar is a unique and important aspect, where MAN 2 Blitar has adequate learning facilities and various student activity programs, making it a favored madrasah. This school shows that good performance management can enhance the competitiveness of educational institutions, encourage individuals and groups to continuously improve their abilities, and empower employees for self-directed learning regarding their work, thus becoming the focus of the research. This research aims to answer three main questions: why do school principals pay special attention to performance management in enhancing the competitiveness of educational institutions; how do school principals strategize to build the performance spirit of teachers and staff; and what are the implications of performance management on the improvement of the competitiveness of educational institutions in both schools.

II. METHODS

The research is of the qualitative type[20], based on the field research model. The approach used in this research is the phenomenological approach[21]. The use of this approach is to explore and delve into the conditions occurring in the social life of the community, which are then presented in a descriptive form according to the data obtained and the issues being studied. This research was conducted at MAN 2 Blitar. To obtain comprehensive data, this research uses the following data collection techniques: Observation[22], Interview[23], Documentation[24]. The obtained data were analyzed using interactive analysis techniques[25], which include data reduction, namely filtering and sorting data relevant to the research focus, presenting data in descriptive form to see patterns or main findings, and drawing conclusions. To ensure data validity[26], this research uses triangulation techniques[27], namely source triangulation by comparing information from various sources such as the head of the madrasa, teachers, students, and school documents, method triangulation by using more than one data collection technique to strengthen research findings, and time triangulation by conducting observations and interviews in several stages to obtain consistent data.

III. RESULT AND DISCUSSION

The Principal's Reasons for Paying Special Attention to Performance Management in Enhancing the Competitiveness of Educational Institutions at MAN 2 Blitar

In the research at MAN 2 Blitar, there are several reasons why the principal pays special attention to performance management in enhancing the competitiveness of educational institutions, including supporting work success. The majority of the residents of MAN 2 Blitar recognize the importance of continuous communication in order to enhance the competitiveness of the educational institution. However, a deeper understanding of the concept and its implementation still needs to be improved. The implementation of this performance management helps school principals manage

resources effectively, identify development needs, and evaluate achievements in a measurable way. The performance of the institution encompasses many aspects, including classroom management, collaboration between individuals or teams, and service to students and the community[28]. The development of students' potential is supported by competent educators who have high performance in accompanying students' learning experiences. A positive learning environment supported by competent educators with high performance can provide quality learning experiences and lead to high-achieving students.

The principal plays a central role in formulating the vision, mission, and strategic goals of the educational institution. With a strong understanding of the importance of performance management in enhancing competitiveness, the principal can articulate this vision to all staff and members of the educational community to encourage a shared commitment to performance improvement efforts. The principal has a very significant role[29]. The principal is the driving force, determining the direction of policies towards the school and education in general[30]. As the manager of an educational institution, the principal is required to continuously improve the effectiveness of their performance. To achieve effective school quality. The principal and all stakeholders must work hand in hand with full solidarity in all matters. The principal of MAN 2 Blitar has ensured that the institution has a structured and transparent performance evaluation system. This includes setting clear performance goals, regularly measuring performance achievements, providing timely feedback, and developing follow-up plans to improve unsatisfactory performance. The principal uses data and analysis to monitor the performance of the educational institution, identify trends, and pinpoint areas that require improvement. By using data as the basis for decision-making, the principal can allocate resources more effectively to achieve the institution's strategic goals.

The achievements of students at MAN 2 Blitar are a tangible indicator of the success of the performance management implemented. The success of students in various academic and non-academic competitions, including subject contests and olympiads, can be seen from the number of trophies won by the students. As observed by the researcher, this achievement indicates that a learning environment supported by good performance management can enhance the quality of the learning experience and encourage students to reach their full potential. Institutional performance management is closely tied to good collaboration with both internal and external teams. MAN 2 Blitar collaborates with several universities to provide students with knowledge about the world of higher education as preparation for those who continue their studies after graduation. The success of MAN 2 Blitar is inseparable from the collaboration of all the madrasa community. The support of all madrasa members enhances the implementation of performance management, which can assist the principal in managing resources effectively, identifying development needs, and evaluating achievements in a measurable way.

The integration of performance management concepts is carried out through a continuous performance improvement system. The encouragement to collaborate is always emphasized by the head of the madrasah. In addition, it also provides opportunities for educators to develop themselves. MAN 2 Blitar has been aware of the importance of implementing performance management well, capable of managing resources effectively in the school environment. The head of MAN 2 Blitar plays a key role in promoting an effective work culture and motivating staff and teachers to achieve optimal performance. He acts as the main driver in implementing an effective performance management system.

According to educational management theory[31], effective school principals are those who use data and analysis to continuously monitor and evaluate the institution's performance. This involves setting clear performance goals, regularly measuring achievements, and providing constructive feedback. With this approach, the principal can allocate resources efficiently, ensuring that every

aspect of the institution's performance focuses on achieving the established strategic goals. At MAN 2 Blitar, the principal is known for implementing a structured and transparent performance evaluation system. This system includes the establishment of clear goals, periodic evaluations, and systematic follow-ups to improve unsatisfactory performance. This approach aligns with the findings of Dwi Elok Kharismawati, which state that the role of the principal in improving the quality of education includes planning, organizing, performance evaluation, as well as motivating and guiding teachers and students. The principal at MAN 2 Blitar also uses data for decision-making, which allows for the identification of trends and areas that need improvement. Data-driven management theory emphasizes the importance of using accurate information to make strategic decisions that can improve the institution's performance. This shows that school principals are not only focused on internal management but also on creating an environment that supports innovation and collaboration, as well as building strategic partnerships.

Another aspect that is emphasized is the development of an organizational culture that supports excellent performance. The principal promotes values such as honesty, accountability, collaboration, and innovation. Motivation theory shows that a positive and supportive environment can enhance the intrinsic motivation of staff, which in turn contributes to better performance outcomes. In this context, the principal serves as a leader who encourages and inspires staff to achieve the institution's goals. The principal is also responsible for developing staff competencies through relevant training and professional development. This includes fair and objective performance evaluations as well as constructive feedback. The theory of employee development emphasizes the importance of providing opportunities for professional growth as part of an effective performance management strategy.

The principal's strategy in building the performance spirit of teachers and staff at MAN 2 Blitar

The principal of MAN 2 Blitar promotes a culture of warm and friendly greetings among all members of the madrasa. They regularly hold informal meetings and open spaces for open dialogue, which helps strengthen interpersonal relationships within the madrasa environment. The head of the madrasah implements a culture of warm and friendly greetings in the madrasah environment, where the habit of greeting teachers and students every morning creates a pleasant atmosphere and opens up space for open dialogue. Additionally, the institution's performance evaluation[32] is conducted regularly to monitor and improve work programs, with analyses that include activities such as Dhuha prayer to identify the strengths, weaknesses, opportunities, and threats affecting the institution. The head of the madrasa provides full support to the teachers and staff to develop their professional competencies. This is to motivate and build work enthusiasm.

As observed by the researcher, teachers who are given the freedom to participate in training to enhance their professionalism. The head of the madrasa provides ample opportunities for teachers and educational staff. This is a manifestation of performance management implementation that helps the principal in managing resources effectively, identifying development needs, and evaluating achievements in a measurable way. The principal must set high-performance standards and ensure that staff and educators understand and are committed to achieving them. This can be done by setting clear performance goals, providing regular performance feedback, and offering support for the development of necessary skills. High standards will encourage staff to reach their best potential. The success of the institution's performance requires a good support system. Where all lines understand well what the institution's objectives are. The head of MAN 2 Blitar continuously communicates with staff and educators to focus on the goals of the madrasa and support team collaboration, facilitating open dialogue so that all parties can improve the institution's performance. Open dialogue strengthens the relationship among madrasa members, especially between the head of the madrasa and the teaching staff. The head of the madrasah receives ideas and aspirations from the madrasah community

during regular meetings with great openness. This aims to improve the institution's performance sustainably.

The principal needs to have effective communication skills to build a high-performance spirit among teachers and staff[33]. Clear, open, and ongoing communication about the goals, expectations, and strategies of the educational institution will help foster high levels of trust and engagement among all staff members. The principal can use various ways to recognize and appreciate the contributions and achievements of teachers and staff. This can include formal awards such as achievement awards, certificates of appreciation, or monthly employee awards, as well as informal recognition such as direct praise or personal thank-you notes.

The principal of MAN 2 Blitar ensures that teachers and staff have sufficient resources and the support needed to perform their jobs well. This includes providing relevant training and professional development, supporting staff in completing complex or challenging tasks, and facilitating access to necessary equipment and technology. By formulating the vision, mission, and strategic goals, the principal pays attention to performance management as a key component in achieving objectives. facilitating collaboration and innovation and building strategic partnerships.

The researcher also observed that the principal implemented a culture of warm and friendly greetings among the madrasah community. Every morning, the teachers can be seen greeting each other with smiles and shaking hands with the students who have just arrived at the madrasah. Informal greetings can open up a space for open dialogue, which helps strengthen relationships between individuals in the madrasah environment. Collaboration with external parties provides benefits for the school, such as cooperation with tutoring centers. This collaboration provides experience for students and enhances their learning motivation.

Another strategy in building work spirit, the head of MAN 2 Blitar organizes refreshing activities such as family gatherings, group picnics, or other social events. These activities not only serve as a means of enjoyment but also strengthen the bonds among teachers and staff members and create a more positive and collaborative atmosphere. This was conveyed by the deputy head of facilities and infrastructure. Refreshing activities such as family gatherings, picnics, and other social events are organized to strengthen bonds among staff and create a positive work atmosphere. These activities provide staff with the opportunity to relax and interact outside the formal work environment. A fair and transparent reward system is also implemented, with rewards in the form of public praise, formal awards, or personal thank-yous based on clear assessment criteria and regular performance evaluations.

The implementation of a fair and transparent reward/recognition system as an acknowledgment of the contributions and achievements of madrasah members is another strategy by the head of the madrasah to build a performance spirit to enhance the institution's competitiveness. The rewards given do not have to be in the form of financial incentives, but can also include public recognition, praise, awards, or opportunities for professional development. Based on the data presented above, it can be concluded that the head of MAN 2 Blitar has implemented a fair reward system through several assessment stages, making this system transparent to educators and educational staff. The rewards given are not only in the form of financial incentives but also include praise, public recognition, awards, or opportunities for professional development. In building a performance spirit, the residents of

MAN 2 Blitar implement the motto of knowledge, charity, sincerity, and patience as the philosophical foundation in every activity carried out at MAN 2 Blitar.

Overall, the principal's strategy at MAN 2 Blitar in building a performance spirit includes effective communication, recognition and rewards, provision of resources, encouragement for collaboration, mentoring, and participation in decision-making. This approach aligns with the principles of effective performance management as well as relevant motivation and leadership theories, all of which contribute to achieving outstanding performance and enhancing the competitiveness of the educational institution. support and recognition such as organizing events or activities that appreciate contributions and achievements, coaching and leadership development by helping staff develop leadership skills, encouraging collaboration and teamwork by organizing collaborative projects or activities, facilitating team meetings, or encouraging knowledge and experience sharing among staff, providing support for staff well-being by creating a safe and healthy work environment, setting high-performance standards through clear performance goal setting, providing regular performance feedback, and offering support for the development of necessary skills. High standards will encourage staff to reach their full potential.

The Principal can build a high-performance spirit among teachers and staff at MAN 2 Blitar by implementing several strategies, including maintaining open communication, providing support and recognition, creating a positive work environment, offering development opportunities, setting shared goals, paying attention to work-life balance, and facilitating collaboration. The implementation of these strategies is expected to improve the overall performance of the school.

Etymologically, a principal is a teacher who leads a school[34], and terminologically, a principal can be defined as a functional teacher who is given additional duties to lead a school where the teaching and learning process takes place or a place where there is interaction between the teacher who gives lessons and the student who receives lessons[35]. The role of the principal in building the performance spirit of teachers and staff involves a number of key strategies designed to enhance motivation, effectiveness, and staff satisfaction. These strategies encompass various aspects from communication to professional development, all aimed at creating a supportive and motivating work environment.

Implications of Performance Management in Enhancing the Competitiveness of Educational Institutions at MAN 2 Blitar

The implementation of performance management at MAN 2 Blitar helps to foster public trust in the educational institution. Smooth communication between the head of the madrasa and all parties involved in the school, including the community at MAN 2 Blitar, ultimately realizes openness, accountability, and transparency in the management and decision-making processes, which are key to strengthening relationships with the community. Transparency of information through various communication channels, such as social media and school newspapers, contributes to increased public interest. The community has responded positively to the newly opened vocational school, as evidenced by a significant increase in new student registrations. The madrasa's activity in promotion and participation in various events also plays an important role in attracting prospective students. The transparency of information by MAN 2 Blitar provides a positive view to the community. The reputation and competitiveness of the madrasah have improved and received more input. The

implementation of performance management at MAN 2 Blitar has positively impacted the increase in interest in new student registrations. This is also supported by the active participation in external events and the openness of information on social media.

The implementation of effective performance management can help improve the quality of learning at MAN 2 Blitar. By setting clear performance standards and regularly monitoring performance achievements, the institution can identify areas that need improvement and take appropriate corrective actions. This will directly impact the improvement of students' understanding and achievements. Good performance can also encourage the professional development of teachers and staff at MAN 2 Blitar. Through a structured performance evaluation process and constructive feedback, staff will have the opportunity to identify their strengths and weaknesses and plan the necessary corrective or developmental actions. This will help improve the overall quality of teaching and educational services. Effective performance management can also help improve operational efficiency and effectiveness at MAN 2 Blitar. By regularly monitoring staff performance and work processes, the institution can identify inefficient or ineffective processes and take steps to improve them. This can reduce resource waste and improve overall productivity.

Smooth communication between the head of the madrasah and all related parties, including the community, supports openness, accountability, and transparency in the management of the institution. The head of the madrasah demonstrates a commitment to providing quality educational services and creating a safe learning environment by involving the community in the decision-making process. These efforts successfully built public trust and improved the madrasah's reputation. The head of the madrasah fully supports the educators not only to collaborate among individuals or groups but also to work together with external parties to enhance competitiveness. In the end, the performance management carried out by MAN 2 Blitar has a positive impact on the collaboration with external parties. The implementation of performance management oriented towards customer satisfaction, namely students, can enhance student loyalty towards the educational institution. Good service, relevant learning programs, and strong personal support are some of the factors that contribute to student satisfaction at MAN 2 Blitar. The values of sincerity and patience are taught as part of the learning process, considering that success in developing skills requires time and perseverance. With this approach, MAN 2 Blitar not only focuses on the development of technical skills but also shapes students' character through principles that support resilience and personal integrity. MAN 2 Blitar strives to serve students well as a manifestation of high performance. Providing a satisfying learning experience that can contribute to the institution's competitiveness. MAN 2 Blitar equips students with good academic abilities, skills, and religious knowledge.

The implementation of effective performance management helps improve overall student achievement. Through continuous and sustained communication between the principal and teachers, and between teachers and students on a regular basis, the learning needs of students can be thoroughly identified. Additionally, by implementing innovative teaching strategies, MAN 2 Blitar can achieve significant improvements in both academic and non-academic student achievements. The implications of Performance Management in Enhancing the Competitiveness of Educational Institutions at MAN 2 Blitar include, among others, the improvement of learning quality by setting high performance standards for teachers and educational staff, the development of human resources by providing constructive feedback and opportunities for professional development, which can enhance the competencies and skills of educational staff, the improvement of operational efficiency and effectiveness by regularly monitoring staff performance and work processes, the enhancement of reputation and attractiveness through improved learning quality, human resource development, and operational efficiency, and better decision-making by using data and information obtained through the

performance management process, allowing the principal and institutional leaders to make more informed and timely decisions.

As an educator[36], the principal must constantly strive to improve the quality of learning conducted by the teachers. In this case, the factor of experience will greatly influence the professionalism of the principal, especially in supporting the development of educational staff's understanding of their duties. Experience as a teacher, as a vice principal, or as a member of community organizations greatly influences the principal's ability to perform their duties, as do the training and workshops they have attended. As mentioned, the principal has a very significant role. The principal is the driving force, determining the direction of policies towards the school and education in general. As the manager of an educational institution, the principal is required to constantly improve the effectiveness of their performance. To achieve effective school quality. The school principal and all stakeholders must work together in harmony in all matters.

IV. CONCLUSION

The results of this study conclude that the principal's attention to performance management at MAN 2 Blitar aims to enhance the institution's competitiveness through effective management, a transparent evaluation system, and the strengthening of a quality work culture. The strategies implemented include open communication, setting high-performance standards, appreciation for staff performance, and support in professional development and educator welfare. The implications of implementing good performance management include improved learning quality, operational efficiency, better decision-making, and enhanced reputation and attractiveness of the madrasah in the community, making MAN 2 Blitar an excellent and competitive educational institution.

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