



MANAGEMENT STYLE OF HEAD OF ALIYAH STATE MADRASAH IN INCREASING MOTIVATION FOR ACHIEVEMENT OF EDUCATIONAL WORKERS IN JAMBI PROVINCE (SURVEY AT MAN 2 JAMBI CITY, MAN 2 BATANG HARI AND MAN 1 BUNGO)

Suyanto Suyanto

UIN STS Jambi, Indonesia, suyantojambi2018@gmail.com

Corresponding Author: Suyanto

Abstract: Based on the results of the grand tour that the researchers conducted at the Madrasah Aliyah Negeri in Jambi Province, the head of the madrasa has not correctly determined the planning of madrasa disciplinary guidelines. Second, the madrasa principal has not optimally made instructions, warnings, and prohibitions on behavior in madrasas such as carrying out continuous supervision of the discipline of education staff, and found a number of problems related to this. This study aims to analyze the management style of the head of Madrasah Aliyah Negeri in increasing motivation. education in Jambi Province. This descriptive qualitative research uses a descriptive qualitative approach. The subjects of this study were the Head of Madrasah Aliyah Negeri 2 Jambi City, Madrasah Aliyah Negeri 2 Batang Hari and Madrasah Aliyah Negeri 1 Bungo as key informants (respondents), deputy heads and education staff. Data collection with observation, interview, and documentation techniques. Data analysis using the Miles and Huberman model consists of data reduction, data display and data conclusion. The results of the research are: democratic style seen from task direction, task direction, decision making and relationships built. This will foster a democratic climate in schools, which will encourage the creation of a conducive climate for the creation of optimal quality of work. The achievement motivation of educational staff in Jambi Province is characterized by work responsibilities, standards, plans and work creativity. The principal's management style in increasing the achievement motivation of educational staff in Jambi Province is clear work directions, joint decision making and two-way relationships. and interactive, though spanning all tasks and personnel. Based on the findings of the study, it was concluded that the principal's management style in increasing the achievement motivation of educational staff in Jambi Province was not optimal because task direction, decision making and relationships were not productive.

Keywords: Madrasah Principal Management Style, Achievement Motivation.

INTRODUCTION

Education has a very strategic role in improving the quality of human resources and efforts to realize the ideals of the Indonesian nation in realizing general welfare and educating the nation's life. The government formulated in the RI Law no. 20 of 2003 it is very clear that education aims to educate the nation's life. To achieve this goal, experts are needed. This also supports the existence of administrative staff in providing excellent service to the community, especially to education consumers. School / Madrasah Administrative Staff are currently used as public service centers in improving the image of schools because school administration staff are the center in providing education. In other words, it can also be said as the school's information kitchen. The quality of principal's management is often considered the most important factor in the success or failure of an organization, both business and public oriented, usually perceived as the success or failure of a manager in planning, managing and implementing organizational programs. This is where the existence of management is needed for educational institutions.

Johnson, as quoted by Pidarta argued that management is the process of integrating unrelated resources into a total system to accomplish a goal. Stoner as quoted by Handoko, states that management is the process of planning, organizing, directing, and supervising the efforts of members and the use of other organizational resources in order to achieve the organizational goals that have been set. Daft, management has four functions, namely planning (planning), organizing (organizing), leadership (leading), and controlling (controlling). From these basic management functions, follow-up is then carried out after it is known that what has been determined has been "achieved" or "not yet achieved".

Madrasas need management to advance their institutions. The management objectives of the madrasa principal cannot be separated from the objectives of the madrasa as an organization. The purpose of the madrasa is to help facilitate the achievement of madrasa goals to be achieved effectively and efficiently. The presence of management in the madrasa process as a tool to help facilitate the achievement of goals. In order to formulate the goals of the madrasa, a manager looks at the characteristics of the madrasa, the professionalism of the education staff, the interests of the community, the existing policies and regulations and the problems that develop in the community.

Based on the problems above, the management of madrasah principals really needs high participation from the community, especially private madrasas. Because the pulse of the community needs the help of the community. With a strong will to manage Islamic educational institutions, it turns out to be able to produce significant results both in the form of madrasas and Islamic boarding schools.

Management in madrasas begins with the activity of compiling a work program. The work program of the head of madrasah seeks to conform to the national strategic plan (RENSTRA) and its form is in the form of the work program of the head of madrasa, the work program prepared by the head of the madrasa is very useful in anticipating opportunities that will occur in the future. The benefits taken from this are 1) providing guidance in solving problems, 2) understanding the goals and objectives of the institution, 3) motivating education staff, 4) Providing information for decision making.

The madrasa principal's work program is useful as a guide for education staff that contains precise and detailed strategies. Michael Porter said that "companies without a strategy are willing to try nothing." With a good strategy, on the other hand, he believes a business can achieve superior profitability or above-average returns in its industry. The key question in

formulating a business lever strategy is: "How should we compete for customers in our market and with our products or services?"

The problems that often appear in the management of Islamic educational institutions are aspects of management, leadership, human resources, finance, and institutional aspects. Therefore, there are several efforts that can be made in improving the quality of Islamic education. Management wise, there are still many Islamic educational institutions that have not adopted modern management in education management. However, pesantren and madrasas have begun to use modern words and the use of foreign words in the names of institutions and programs of their activities. In fact, the point lies in the managerial process, not in the name and program.

This is where a manager is needed who can manage madrasas with the right management style. The madrasa principal's management style is the personal character of the madrasa principal

LITERATURE REVIEW

The management style of the madrasah principal.

Article Management Style-Management Style For Effective Leadership," Pintar Pandai.com, accessed on 17 May 2021, [https://www. smartsmart.com/management-style-management-style-for-effective-leadership-questions-answers/](https://www.smartsmart.com/management-style-management-style-for-effective-leadership-questions-answers/). Management style is the way a manager works to meet their goals. Management styles include the way managers plan, organize, make decisions, delegate, and manage their staff. Indrawan Azis, "The Influence of Management Style on Company Performance (Study on Automotive Dealer Companies in Makassar)," Scientific Journal, Vol.12, No.2, (March2015):6,<https://ejurnal.nobel.ac.id/index.php/akmen/article/view/450>. Management style shows the social relationship between one individual and another and between those who control and are controlled in an organization. Hopwood in Ikhsan and Isaac distinguishes between a budget-limited management style and a profit-oriented management style. Managers who are constrained by a budget will evaluate their subordinates based on how well short-term goals are being achieved. In contrast, profit-conscious managers pay more attention to long-term goals to be achieved and place less emphasis on rigid adherence to budgets alone.

Indrawan Azis, "The Influence of Management Style on Company Performance (Study on Automotive Dealer Companies in Makassar)," Scientific Journal, Vol. 12, No. 2, (March 2015): 6, <https://e-jurnal.nobel.ac.id/index.php/akmen/article/view/450> Management style in an organization according to Blake and Mouth (in Hopwood, 1976) is classified in two dimensions, namely people-oriented and work-oriented. In terms of controlling people, it can not only be achieved through formal processes, but also through non-formal processes, which emphasize the relationship between individuals, namely between people who control and controlled people who have social interactions. In this regard, Hopwood places more emphasis on non-formal control systems, namely in the form of social control and self-control.

Motivation for Achievement of Education Personnel

Achievement motivation

Mangkunegara, A, P (.2011: 43) Mangkunegara, defines achievement motivation as an encouragement in a person's characteristics to do or do an activity or task as well as possible in order to achieve achievement with a commendable predicate. Munandar U, (2014: 49). Munandar stated that achievement motivation is a strong drive to succeed, where individuals

only focus on pursuing achievements rather than rewards for success, individuals will also be more eager to do something better and always complete their tasks and responsibilities.

Haryani R & Tairas M.M.W, *Journal of Educational and Developmental Psychology*, Vol. 3 , No. 01, (August 2014): 5, <http://journal.unair.ac.id/JPPP@motivasi-berprestasi-pada-mahasiswa-berprestasi-dari-family-not-capable-economy-article-7108-media-53-category-10.html>, states that achievement motivation is influenced by two factors, namely intrinsic factors and extrinsic factors. Intrinsic factors include: the possibility of success, fear of failure, values, self-efficacy, as well as age, experience and gender, while extrinsic factors include: school environment, family, and friends.

According to Moore L, Grabsch D.K, Rotter C, *International of Journal Department of Agricultural Leadership, Education, and Communications*, Vol. 9, No. 2, (May 2016): 8, [http://www.journalofleadershiped.org/attachments/article/157/MooreGrabsch and Rotter.pdf](http://www.journalofleadershiped.org/attachments/article/157/MooreGrabsch%20and%20Rotter.pdf). Achievement motivation is the desire to achieve something difficult, achieve high standards of success, master complex tasks, and outperform others. Meanwhile, Nicholl (1984) in Purwanto Edy, *Journal of Psychology*, Volume. 41, No. 2, (December 2014): 2, <https://journal.ugm.ac.id/jpsi/article/view/6951>, stated that achievement motivation is a motivation that aimed at developing high abilities. Indicators of achievement motivation according to McClelland are (1) liking the task or personal responsibility; (2) enjoy feedback on the work done; (3) enjoy moderate tasks whose level of difficulty is not too difficult but also not too easy; (4) diligent and tenacious.

Nurul Hidayah, (2015-51-52). The characteristics of people who have high achievement motivation are having personal responsibility, having a desire to compete in a healthy manner with themselves and with others, being tenacious, choosing tasks that are challenging but not too difficult, distrusting other factors such as luck, and seeking feedback on successes and failures. The characteristics of individuals who have high achievement motivation are: Dare to take higher risks than other individuals; The work does not aim to get an award for the tasks done; Have a lot of initiative on work or tasks; Responsible for the tasks assigned to him.

There is a drive to achieve success.

The characteristics of people who have high achievement motivation are having personal responsibility, having a desire to compete healthily with themselves and with others, being tenacious, choosing tasks that are challenging but not too difficult, distrusting other factors such as luck, and seeking feedback. about success and failure. How to find out the level of effectiveness of an activity or performance is usually done by comparing the current achievement with the achievements obtained if all the resources owned can be managed optimally and objectively. Rosadi, Kemas Imron, (2020: 15). This shows that effectiveness is always meaningful for achieving goals.

Education Personnel

According to Faisal Faisal, Hapzi Ali and Kemas Imron Rosadi, *Journal, Received*, (27 October 2021): 4, <https://docplayer.info/219645122-Sistem-pengelolaan-pendidik-dan-energi-kedunia-based-simdik-dalam-manajemen-Pendidikan-islam.html>. Educational staff that can be categorized as education personnel in certain educational units are school supervisors, school principals, heads of administration (administration), deputy principals in charge of special matters, librarians, laboratory assistants, guards and school janitor. Satrio and Lias Hasibuan, *Journal of Islamic Educational Management*, Vol. 4, No. 2, (October 2021): 9,

<http://ejournal.uin-suska.ac.id/index.php/IJIEM/article/view/13057>. Educational personnel are people who participate in the administration of education in the education unit. Although indirectly involved in the educational process, including: 1) deputy deputy/head of affairs,; 2) administration; 3) laboratory assistant; 4) librarians, and others. Rusdi Ananda, (2018:16), Educational staff are people who are involved in the process of educational activities.

Budi Suhardiman, (2012:35). The success of the work of educational staff also pays attention to the performance of all staff at work. The performance of education personnel or what is often known as human performance is determined by the ability (ability) and motivation (motivation). But in reality, the improvement and improvement of the performance of education personnel as actors of learning in educational institutions is generally only done through improving the assessment system, promotion, training and fringe benefits. According to Suhardiman, there are at least three factors that will influence it, namely (1) ability, (2) effort, and (3) opportunity. In other words, performance is a function of these three factors. The ability factor means the ability possessed by employees involved in production activities. The employees must have the skills according to their needs. So the ability possessed hrus support the work that is his responsibility. Thus the employees become professionals in their fields. The effort factor means that there must be an effort from all people involved in the organization, from the leadership to the staff to always improve their abilities which support improving performance. The opportunity factor or agreement, that is, no matter how small the opportunity to improve performance, must be utilized by all employees involved in the organization. Mukhtar, Hafzi Ali and Rusmini, (2017: 63). This motivation is a perception of hope and is related to psychological factors that drive behavior at work, in this case the subject is educators and education staff at Madrasah Aliyah Negeri in Jambi Province.

Kompri, (2020 "100-101). Motivation is the determinant of educational staff being able to work professionally. Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Attitudes and values that are the driving force for individuals to behave in achieving goals. The motivation includes two components, namely: behavioral direction (work to achieve goals), and behavioral strength (how strong an individual's effort is at work). Motivation includes unique feelings, thoughts and past experiences that are part of the institution's internal and external relationships. In addition, motivation can also be interpreted as an individual's drive to take action because they want to do it. If individuals are motivated, they will make positive choices to do something, because it can satisfy their desires. Motivation can make school principals work harder and smarter. In theory, there are three sources of motivation, namely the possibility to develop, the type of work and whether they can feel proud to be part of the institution where they work.

George R. Terry (2012:77-7). Work motivation can be seen from the division of tasks resulting in organizational employee work units and even better when assignments are accompanied by attention to the interests of employees. Positive motivation can also be seen from the relationship between employees and work and other employees are very important to find work harmony and integrity. The environment in which employees carry out their duties, location, furnishings, lighting, and mental attitude are factors that shape the work environment.

David A. DeCenzo and Stephen P. Robbins, (2002: 36). Some important things related to employee motivation. First, one must begin to think of motivation as a multifaceted process – one with individual, managerial, and organizational implications. Motivation is not just what an employee displays, but a set of environmental issues around the job. A person's performance in an organization is a function of two factors: the ability and willingness to

RESEARCH METHODS

Researchers used a qualitative-naturalistic approach. Through this qualitative approach, it is hoped that a picture of the quality, social reality and perceptions of the research target will be raised without being polluted by formal measurements. The naturalistic approach demands data collection in a natural setting. With this concept, the researcher strives for the presence of the researcher not to change the situation or behavior of the person being studied. The method in collecting data in the field is the method of observation, interviews and documentation.

FINDINGS AND DISCUSSION

Some of the results of the survey from the three madrasas, related to the management style of the head of Madrasah Aliyah Negeri in increasing achievement motivation in Jambi Province are as follows:

Factors in the Management Style of the Head of State Aliyah Madrasah in Jambi Province **The three madrasas discussed in this study focus on the management style of the head of the Madrasah Aliyah Negeri in Jambi Province. Below is the full presentation.**

MAN 2 Jambi City. Management style is a pattern of behavior that people use when they hold management positions. In implementing the management function, these behavioral patterns include how they communicate, make decisions, supervise, and motivate. Therefore, the next step will be to look at how they communicate, make decisions, supervise, and motivate the heads of MAN 2 Jambi City in their work.

First, the Task Direction. Being a manager is not easy. Sometimes, leading hard and strictly is the most effective way. But there are times when employees will be superior if they are led in a relaxed and flexible manner. No leading style is better than another. In areas that require precision, such as the medical field, authoritarian managers can be effective because the slightest error is intolerable. But when someone leads the marketing team, it might be better to give the team some space to think creatively.

To determine the management style, the madrasah principal realizes two things. The first is what style arises instinctively from within oneself. Second, understand the surrounding situation and find out what is needed by MAN 2 Jambi City. Managers can listen to their subordinates. Having a strong stance and vision is important, but madrasa principals must also be open to other possibilities. The employees are "front line soldiers" at MAN 2 Jambi City. They must have had valuable insights or experiences that were useful. Employees who feel heard will be more loyal to MAN 2 Jambi City. They know they can contribute, and this will foster high motivation.

The principal also needs to know when to give direction, and when to delegate work. Sometimes managers are tempted to do everything alone. Whereas the work can be delegated to other people, while the head of MAN 2 Jambi City focuses on the growth of MAN 2 Jambi City on the more important side. However, there are times when the head of MAN 2 Jambi City has actually come down to do something technical. It's okay, as long as it's not too much. Maintain a balance between directing, delegation, and working alone. If the head of MAN 2 Jambi City really has to intervene directly, make the job an opportunity to "lead by example".

A manager's greatest asset is communication skills. Don't hesitate to train the communication skills of the head of MAN 2 Jambi City, either by watching videos, attending training, or simply asking for feedback from colleagues. Frequent public speaking can also help.

The interview with the head of MAN 2 Jambi City said that: I try to be a focused but flexible manager. By giving employees freedom, they will feel more motivated and proud of their work. I try to identify employees, then adapt my leadership style to bring out the best in them. Be fair in assessing their performance. Use appropriate and accurate tools for this.

The head of MAN 2 Jambi City tries to monitor the performance of education staff, starting from the discipline of coming to work, when they take leave and how long they have to spend overtime. The head will more easily control employee absenteeism, acced leave requests, record employee overtime without having to bother and much more.

Leaders can also use guidelines to check all employee data. So from this data he has the right to determine which employees are entitled to appreciation and which are entitled to a fair warning. Leaders can even monitor all employee performance data in real time wherever they are without fixating on complicated tools. With just one hand through the work guidelines, the leadership's work will be more practical and efficient.

School supervision is important because it is the last link and the key to the management process. Supervision can be interpreted as a process of monitoring activities to ensure that all organizational activities are carried out as planned and at the same time an activity to correct and correct if deviations are found that will interfere with the achievement of goals. Supervision or supervision of education is nothing but an effort to provide services to educational stakeholders, especially to education staff, both individually and in groups in an effort to improve the quality of work processes and results.

Second, Decision Making. Decision making is a manager's activity that can be found at all levels and all areas of management, including in the field of education management. In general, a decision is made in order to solve a problem or problem (problem solving).

The results of the study prove that the decision-making mechanism carried out by the head of MAN 2 Jambi City through initial identification of problem units, formulating problem solving objectives, identification of various alternative solutions, determining alternative solution selection criteria, and determining alternative solution options so that it becomes a collection of decisions or policies. .

Uncertainty about a decision can result in a weak leadership function on organizational stability. This instability is the starting point for the destruction of an organization. This implies that the decision of a leader requires the fulfillment of professional requirements that must be possessed. Efforts to build managerial effectiveness lie in providing dimensions of technical skills and conceptual skills. The description explains that the skills of a manager in an educational organization are needed, especially having the ability to understand the behavior of educational organizations with various employee characteristics and organizational culture.

Furthermore, the results of the study prove that decision-making efforts at MAN 2 Jambi City are carried out by inviting the presence of education personnel in a special meeting and then explaining a problem related to the decision to be taken. Furthermore, the decision-making mechanism of the principal at MAN 2 Jambi Baru City puts forward the deliberations of education staff. So to review every decision that has been agreed upon, a special meeting of education personnel is held to take alternative solutions for each problem solving.

The results of the study prove that the realization of a good decision is strongly influenced by other elements that are an important concern as well as a consideration for the principal. These considerations can be in the form of time constraints, weather conditions, geographical conditions of the school, and the number of participants. Conditions like this often occur and are not expected to occur so that the school's decision-making process is a bit

politicized. Nevertheless, the existence of the role and function of the principal can balance this problem into a consideration and policy in school decision-making activities. So that the decisions taken can be accepted properly and wisely for all components of education and school residents.

Interviews with education staff showed that the results of the study proved that the implementation of decision-making carried out by the head of MAN 2 Jambi City was through decision legalization, operational design, socialization and communication, action and action, supervision, review and evaluation. In addition, resources are the key to the successful implementation of program activities in schools consisting of professional personnel, having broad insight and having a high commitment to morals or ethics.

The results of the study also prove that the socialization of school decisions on the continuity of the education program at MAN 2 Jambi City is implemented through an open explanation with each deputy principal then conveyed to all components of education and education staff to be carried out according to plan and involve all components of education and principals. The school always cooperates with education staff in building good communication so that a very high level of social interaction is maintained.

The results of the study prove that the decision-making mechanism carried out by the principal at MAN 2 Jambi City through initial identification of the problem unit, formulating problem solving objectives, identifying various alternative solutions, determining alternative solution selection criteria, and determining alternative solution options so that it becomes a collection of decisions. or policy. Furthermore, the results of the study prove that decision-making efforts at MAN 2 Jambi City are carried out by inviting the presence of education personnel in a special meeting and then explaining a problem related to the decision to be taken.

Third Build Relationships. Communication style can be used as a way that a person can build relationships or interact in verbal and para-verbal ways, to give a sign how the real meaning must be understood or understood. The communication style of the head of MAN 2 Jambi City is a two-way communication style. An interview with education staff at MAN 2 Jambi City said that: the head of madrasa has always been in the form of a communicative style.

According to one of the education staff at MAN 2 Jambi City said that: This communication style is dynamic and aggressive because the sender of the message understands his work environment which is action-oriented. The main purpose of this communication style is to stimulate workers to work faster and get good results. The ability of this dynamic style of communication relates to how we convey a message, how we package the message, and not about what we convey. That is why this communication style is often used by supervisors in leading and directing their subordinates.

MAN 2 Batang Hari. Management style is a pattern of behavior that people use when they hold management positions. In implementing the management function, these behavioral patterns include how they communicate, make decisions, supervise, and motivate. Therefore, the next step will be to look at how they communicate, make decisions, supervise, and motivate the heads of MAN 2 Jambi City in their work.

First, the Task Direction. Employee work motivation is a key aspect that must be possessed so that employees can contribute more to improving business and company performance. With this work motivation, employees will give their best, work more productively, and increase work effectiveness and efficiency. According to the head of MAN 2 Batang Hari that employee work motivation needs to be maintained and requires continuous

efforts. At MAN 2 Batang Hari, it is natural for employee motivation to fluctuate because each employee has his or her own dynamics.

To this day, there are still madrasa principals who underestimate employee motivation. There are employees who are reported not to be involved with their work. This means that they are not motivated and tend not to invest their time and energy properly in achieving the goals of the madrasa. Meanwhile, many employees are not actively involved, indicating that workers are unhappy, and unproductive on the spot.

Workplace atmosphere is very important for employees. So, create a comfortable workspace, filled with enthusiasm and positive energy. The head of the madrasa can also give each employee the freedom to arrange their desks with the ornaments they want as long as they are not excessive. In addition, creating a positive work climate can be done by applying a respected management style, not being an arrogant manager style, and applying servant leadership. Create a good relationship with each employee so that the work environment is always harmonious.

Educational supervision is an effort to coordinate and guide continuously in schools, both individually and in groups. In essence, all assistance is aimed at repairing and fostering aspects. Supervision is a follow-up to mobilization activities. Supervision is carried out so that the plans that have been prepared can be carried out by the education staff properly. Supervision of the head of MAN 2 Batang Hari is carried out since the planning is realized until it is completed. The principal and the supervision stage for the implementation of the duties and work functions of the education staff are based on the obligations of the education staff themselves. Starting with the education staff carrying out their duties well, the education staff prepares a learning program, in the sense that the education staff reads a lot and develops their competence.

In a number of educational institutions, supervision in the discipline of education personnel is often a problem that is simply ignored. This is something that the school principal needs to address. Managing discipline is a basic need that must be met by every educational staff. The style of supervision carried out by the head of MAN 2 Batang Hari is active "close" supervision, namely supervision carried out as a form of supervision carried out at the location of the activity concerned.

In the implementation of supervision, the principal mobilizes all educational staff to complete educational tasks, improves working relations between educational staff, fosters cooperation, mobilizes educational staff, and provides work motivation for educational staff so that they can manage work. When asked for information about supervision, all these education personnel provide important information about it. After observing it, it is seen that the planning of monthly and annual work programs which are the main basis for an educational staff in teaching for a rather long period of time seems to be realized as it should be. Active supervision "close" is supervision carried out as part of the form of supervision carried out at the location of the activity in question. Third, Establish Relationships. The purpose of communication is the way a person interacts in the language used to express the way a person must understand the true meaning to get a certain response in certain circumstances. Whichever style is chosen, good managers usually have some common characteristics such as respect. A manager must recognize, and appreciate the time and effort of subordinates. It's not enough to just know, but managers must show that appreciation through words and actions. This is the most basic principle. Transparent and responsible. Interview with the headmaster that I have tried to inform employees what is expected of them.

Communication style is a specific behavioral tool used in certain situations and conditions with a balance between formal behavior and casual behavior in conversation. The author's observations found that the head of MAN 2 Batanghari used a formal communication style. Where formal communication methods use structured, less spoken, and personal language, rarely use inappropriate jokes and more organized emotions. At the same time, the casual communication style is more relaxed, and the structure used in everyday life is used by the head of MAN 2 Batang Hari to joke, and express emotions freely.

Observation of the head writer of MAN 2 Batang Hari using deliberation, which means asking to sit together in resolving any disputes and problems. Deliberations are a means of communication for the head of MAN 2 Batang Hari, where the head of the madrasah expresses opinions openly, already trying to respect the opinions of others. This makes good communication between fellow citizens of MAN 2 Batang Hari.

The way of communication is affected by the current situation. When everyone is happy, sad, angry, interested or bored, they will use different communication methods. Likewise, people who talk to friends, new friends, and children will also talk in different ways. Communication methods include a set of communication behaviors that are also used to obtain certain responses or responses in certain situations. The suitability of the communication method used depends on the intentions of the sender and the expectations of the recipient.

MAN 1 Bungo. Management style is a pattern of behavior that people use when they hold management positions. In implementing the management function, these behavioral patterns include how they communicate, make decisions, supervise, and motivate. Therefore, the next step will be to look at how they communicate, make decisions, supervise, and motivate the head of MAN 1 Bungo in their work.

First, the Task Direction. The direction of the task is determined by carrying out the task and having high work motivation. Increasing work motivation can be done by building effective communication in the workplace. The head of the madrasa can start by regularly holding direct discussions, or face-to-face communication. In this way, it can help the principal understand the communication style of each individual in the school. The author's interview with the head of the madrasah that the madrasa regularly holds meetings and discussions, communicates via email or whatsapp groups. Provide opportunities to discuss and express opinions, build closeness with employees. The next positive impact is that their work motivation also increases, because they feel cared for, their opinions are heard, and are involved in the mission of MAN 1 Muara Bungo to achieve their goals..

Appreciating the performance of workers will strengthen their involvement in achieving the targeted goals of MAN 1 Muara Bungo. Appreciate what has been done to show that the heads of Muara Bungo 1 are proud of their achievements. Appreciation does not always have to be with rewards or prizes. The head of the madrasa can express his gratitude directly or verbally to employees or teams who have contributed. Give sincere compliments from the heart and tell the entire team that they have done an excellent job. This appreciation is very useful for recognizing efforts, building loyalty, and increasing employee motivation.

According to the head of 1 Muara Bungo that I try to pay attention to the welfare of employees, it is not only about bonuses, benefits or the balance of personal and work life. Employee welfare can also be achieved by not assigning a target burden beyond the ability of the employee. When I set goals, try to measure the capabilities of my workforce. If I give a lot of burdens, my employees will be stressed and have an impact on decreasing work motivation. In this case, I

really need to know the signs of declining team performance and make improvements as soon as possible.

Improving employee welfare, can also be in the form of providing management training, providing self-development course packages, or holding webinars that support the improvement of employee skills and abilities. This not only benefits the employees, but also has a positive impact on improving the performance of MAN 1 Muara Bungo.

Giving trust and treating employees with respect is one way to increase employee motivation. Give employees a little freedom to manage their own workloads and define work cycles that make them comfortable and work more productively.

Also give employees responsibility for completing new tasks so that they feel counted and given the opportunity to grow. Employee motivation is the most crucial thing. Work motivation is needed to encourage productivity and company profitability. For this reason, the head of Madrasah can take several ways to increase employee motivation, such as creating a positive work atmosphere, improving communication, giving appreciation and paying attention to employee welfare. In addition, the principal can also give trust to employees so that they feel valued.

Supervision is one of the organic functions of management, which is a process of leadership activities to ensure and guarantee that the goals and objectives and tasks of the organization will be and have been carried out properly in accordance with the plans, policies, instructions, and provisions that have been determined and stipulated. apply. According to the Head of MAN 1 Muara Bungo, supervision as a management function is the responsibility of every leader at any level. The essence of supervision is to prevent as early as possible the occurrence of irregularities, waste, fraud, obstacles, errors and failures in achieving goals and objectives as well as carrying out tasks. Supervision means determining what is being carried out, meaning evaluating work performance and if necessary implementing corrective actions so that the work results are in accordance with the plans. So monitoring can be considered as an activity to find and correct significant deviations in the results achieved from the planned activities.

Second, Decision Making. Making decisions is a part of our daily lives either individually or as a group. Decision making has an important meaning for the progress or decline of an organization. Making the right decision will result in a change in the organization for the better, but on the contrary, making the wrong decision will have a bad impact on the organization and its administration. Decision means the final result in considering something that will actually be implemented. Decision can be interpreted as the best result in choosing one of more alternative choices.

Research observations at MAN 1 Bungo where decision making is a manager activity that can be found at all levels and all areas of management at MAN 1 Muara Bungo. In general, the decisions of the Head of MAN 1 Muara Bungo are made in order to solve problems or problems (problem solving). Most of the problem analysis activities and problem solving results were analyzed.

Decision making is the process of a series of activities to analyze various facts, information, data and theories/opinions which finally arrive at a conclusion that is considered the best and most appropriate. In general, the manager's decision-making process can go through three stages, namely the research, design and selection stages

Third, Build Relationships. In managing an Islamic educational institution, the head of MAN 1 Bungo is often faced with the question, how should an institution be managed and led to

achieve maximum performance. This statement directs attention to discussion and research, various activities and actions that can lead to this achievement. The achievements of educational institutions are determined by the quality and performance of the madrasa principal, where effective communication is an indicator of the professionalism of an excellent manager.

Author monitoring carried out by the madrasah principal includes; organizational structure and function, human relations, communication and organizational processes as well as organizational culture, which aims to unite the individuals who are members of it. Along with the development of organizational rhythms in educational institutions, ultimately demands the development of managers' communication styles in an effort to achieve effective communication. In the context of Islamic educational institutions, madrasa heads face increasingly heavy responsibilities, both to be able to create effective communication in their role as managers in communities that involve many stakeholders.

Effective communication is an important part of the organization in achieving its goals. Often organizations fail to achieve goals due to ineffective communication factors. For example, an order from a manager which is essentially part of a communication activity, often becomes unclear and difficult to implement because the communication is not effective.

Effects of Madrasah Principal Management Style on Achievement Motivation of State Aliyah Madrasah Education Personnel in Jambi Province

MAN 2 Jambi City. Achievement motivation is an individual's effort and belief to realize learning goals with a certain standard of success and being able to overcome all obstacles that hinder the achievement of goals. Achievement motivation of educational staff at Madrasah Aliyah Negeri in Jambi Province. Achievement motivation has been defined as the extent to which individuals differ in their need to strive for rewards, such as physical satisfaction, praise from others and personal feelings of mastery.

First, responsibility. In the world of work, responsibility helps a person to commit to his work and complete it as expected. Meanwhile, accountability refers to a situation in which a person can be held accountable. An interview with the head of MAN 2 Kota Jambi said that: "In the world of work, responsibility is to help someone to commit to his work and complete it as expected. Educational staff already have their respective duties and responsibilities in their work.

Educational personnel are tasked with carrying out administration, management, development, supervision, and technical services to support the educational process in the education unit. In detail as follows:

a. Main Duties of Librarians and School Librarians

- 1) Planning for the procurement of books/library materials/electronic media.
- 2) Library services.
- 3) Planning for library development.
- 4) Maintenance and repair of books/library materials/electronic media.
- 5) Inventory and administration.
- 6) Implementation of library management.
- 7) Storage of books/library materials, and electronic media.
- 8) Develop library rules.
- 9) Prepare reports on the implementation of library activities on a regular basis.

b. Duties of Laboratory Coordinator

- 1) Planning for the procurement of laboratory equipment and materials
- 2) Arrange schedules and procedures for using the laboratory

- 3) Implementation of library management.
 - 4) Organize storage, maintenance, and repair of laboratory equipment
 - 5) Create and compile a list of laboratory equipment
 - 6) Inventory and administration of laboratory equipment
 - 7) Prepare reports on the implementation of laboratory activities on a regular basis
- c. Duties of the Head of Administration
- 1) Coordinate school administrative staff in carrying out their duties
 - 2) Provide services to guests, parents / students and students
 - 3) Preparation of school administration work program.
 - 4) Management and archiving of incoming and outgoing letters.
 - 5) Management of school administration. (dapodik, main book etc.)
 - 6) Coaching and career development of school administration employees.
 - 7) Preparation of school administration includes education and personnel.
 - 8) Preparation and presentation of school data/statistics as a whole.
 - 9) Coordinate and implement the 7 K.
 - 10) Preparation of periodic implementation reports.
- d. Treasurer's Duties
- 1) Receive RAPBS at the beginning of each new school year.
 - 2) Make monthly and annual budget planning.
 - 3) Manage the sources of funds and expenditures.
 - 4) Make monthly, semi-annual and annual financial reports.
 - 5) Make employee salary proposals.
 - 6) Pay the salaries of teachers and employees.
- e. Duties of the Cleaning Officer
- 1) Carry out cleaning duties.
 - 2) Monitor the school environment:
 - a. After the bell rings, the staff goes around the school to ensure that the school environment is clean
 - b. After the recess bell and the end of the prayer, the officers went around the school to ensure that the entire school environment was clean
 - c. After the bell goes home, the staff goes around the school one last time to make sure that the entire school environment is clean
 - 3) Helping to provide the goods needed by the school.
 - 4) Maintain and maintain school property.

The author's observation is that education personnel have a broader "profession" scope, which also includes educators, librarians, administrative staff, learning resource center staff. All education staff at MAN 2 Jambi City have tried to be responsible for the tasks above. Responsibility is the state of being obliged to bear everything. Responsibility as a result of the continuation of the implementation of rights and obligations. Every human being cannot live alone, always depends on the existence of other humans. So that between individuals must communicate for the sake of mutual agreement. As social beings, humans are members of society who have a responsibility to other community members to carry out their lives in society.

Second, Have a work plan. The work plan (RENJA) is a result-oriented process to be achieved over the next 1 (one) year while taking into account the potential, opportunities and constraints that exist or may arise. Planning as standard setting in quality control. An interview with one of the education personnel said that I already had a work plan. Then there is a division

of tasks or jobs that are in accordance with their respective abilities, skills and talents, so that it can lead to harmonious and cooperative cooperation in MAN 2 Jambi City.

Planning functions as a standard setting in quality control that must be achieved by the organization and its implementation is monitored, in the management control function. An interview with one of the education staff said that the objectives of the work program in general were: To help achieve the vision and mission of a school. Help answer school needs. Helping schools work more systematically and structured.

Making a work plan is a series of processes for preparing work goals that aim to make it easier for workers to carry out tasks and achieve planned targets. This will make large tasks easier to solve and goal attainment easier. In planning, the organization determines goals and plans to achieve these goals. In supervision, the organization tries to compare the goals that have been set with the reality on the ground, and evaluates deviations that may occur, so that they can take the necessary actions to improve organizational performance

Third, trying to work creatively. Creative thinking or creative thinking is something very important. Creative thinking is not only needed by those who are engaged in the arts, who require high creativity, but also those who work in other fields. In all fields of work, innovation is needed. To be able to produce this innovation, it takes people who are always willing and able to think creatively.

The author's observation is that in the internal environment the problems that arise are the lack of creativity and innovation, thus affecting employee performance. In general, at MAN 2 Jambi City, employees pay less attention to matters relating to the quality of work and service, so they tend not to have more value in the eyes of the users. Some of the big madrasas that can last for decades are organizations that are able to adapt to the times. To be able to survive in the midst of changing times that continue to occur really requires the ability to think creatively. By getting used to thinking creatively, ideas for innovation can appear anywhere. Indeed, there are certain people who have been given the gift to always think creatively. But, for those of you who feel you do not receive such a gift, there is no need to be discouraged. Creative thinking can be cultivated and accustomed. Granted, maybe ideas won't be as brilliant as those with creative talent. However, a simple idea can make a big difference.

At MAN 2 Jambi City, an employee is generally required to be not only smart, but also innovative. So often the creativity of employees in this case is one of the important points that schools want to see. An employee who has a high enough dedication to his organization will generally be more creative in ensuring his work runs smoothly. In fact, if you need to think more to make sure all the tasks that are his responsibility are completed in an extraordinary way. Therefore, employee creativity is quite important. Without creative patterns, it will be difficult to come up with interesting new ideas, which are basically returned to the employees themselves. For more details, let's look at the creativity of employees in the office environment.

Fourth, have work standards. Work standards are targets, goals, objectives and work efforts of employees within a certain period of time. In carrying out their work, pre-employees must mobilize all their energy, thoughts, skills, knowledge, and time to achieve the things determined by these work standards. The various kinds of work that have been and will be carried out by employees at MAN 2 Jambi City require clear criteria, because each work carried out by employees has different work standards. This criterion already exists in MAN 2 Jambi City..

As is well known, employee performance has a very important role in an organization. So that employees can work in accordance with organizational expectations, organizations must

instill work motivation and clear work standards or rules. This is expected to increase the work productivity of these employees. If employees have high morale and clear work standards. Then all the work assigned to employees will be completed faster.

MAN 2 Batang Hari. Achievement motivation can also be said as a motivation that aims to pursue achievement, namely to develop or demonstrate high abilities.

First, responsibility. Humans as social beings in their lives will be faced with conditions that require an attitude of responsibility in each role. Responsibility is the hallmark of a cultured human being. Responsibility will begin to appear when humans are aware of the good deeds and bad deeds they have done. Therefore, responsibility is a very important attitude and must be owned by every human being. Through responsible behavior, a person can be appreciated by others.

Interviews with educational staff that I as a social being in his life will be faced with conditions that require an attitude of responsibility in each role. Responsibility is the hallmark of a cultured human being. Responsibility will begin to appear when humans are aware of the good deeds and bad deeds they have done. Therefore, responsibility is a very important attitude and must be owned by every human being. Through responsible behavior, a person can be appreciated by others.

Interviews with education staff that I try to be responsible for what is delegated by the leadership will ensure the trust of the leadership and maintain work comfort and work productivity. Responsibility is a form of individual commitment in every activity. The attitude of responsibility at work is part of the performance of the institution. Responsibility is the attitude shown by an employee towards what has been assigned to him. The attitude of responsibility at work is part of the performance of the institution. Responsibility is the attitude shown by an employee towards what has been assigned to him. Being responsible for what is delegated by the leadership will ensure the trust of the leadership and maintain work comfort and work productivity. Responsibility is a form of individual commitment in every activity.

Second, Have a work plan. In carrying out an activity, the organization requires a reference to regulate and control all activities that occur in the organization. Therefore, every organization, both private and government, should have a well-structured work plan to support smooth operations within the organization. According to one of the education staff, he said that with a well-structured work plan, the control and objectives to be achieved at MAN 2 Batang Hari could work well.

Planning minimizes wastage of resources, every organization or organization definitely needs resources. With the planning of an organization or organization at the beginning, it has planned through the use of resources. So it is hoped that there will be no waste in terms of using existing resources so that the organization can increase its level of efficiency.

Third, trying to work creatively. What is most needed to develop creative thinking is the habit of positive thinking. Only positive-minded people are able to think creatively, because they are more likely to be optimistic. This optimistic attitude will stimulate someone to think creatively.

While people who always think negatively are usually pessimistic people. Pessimistic people will not be motivated to think creatively. The author's observation is that there are still educational staff who tend to be waiting. So, to develop creative thinking, educational staff have not tried to change the way of thinking, from negative thinking to positive thinking. If the education staff are accustomed to thinking positively, then the education staff will always be triggered to find solutions, both solutions to overcome problems and solutions to find something better.

People who think positively will also think that all problems and challenges are an opportunity to be better. To be better this will make education staff to think positively. In addition to positive thinking habits, creative thinking can also be stimulated by asking questions. By asking questions, the brain will be stimulated to seek answers. Education staff can ask themselves the education staff themselves. For example by asking, how can I do a better job? What do I need so that I can work more optimally? How can I use existing facilities to work more effectively and efficiently?

The more questions, the more the brains of educational staff will be motivated to find answers. That way, education staff will think more creatively to find solutions or answers to all these questions. Of course, education personnel should not stop just by asking questions. education personnel must also actively seek answers. The trick is to keep yourself busy with positive activities and read a lot. Of course, the positive activities and readings that the education staff choose should be those that are in accordance with the education staff's questions.

Then, there is another thing that is really needed to develop creative thinking, namely there is an opportunity. The opportunity here, of course, is the opportunity provided by the place where the education staff works. The author's observation is that if the place of work for educational staff is always given the opportunity for educational staff to express ideas or questions related to work, then educational staff will also be increasingly encouraged to think creatively. However, if the organization where the educational staff works does not provide opportunities for its employees to express their opinions, ideas, or aspirations, then the employees will tend to become apathetic people. People who are apathetic, of course, will find it difficult to think creatively.

Fourth, have work standards. Work standards are conditions that will occur when a job segment is done well. Work standards are conditions that will occur when the work segment is carried out in an acceptable manner. At MAN 2 Batang Hari, employees are required to meet professional standards of behavior as a condition of employment. These standards of behavior help madrasas create a work environment that respects everyone. If educators learn the standards that govern the workplace, they can ensure that their behavior is acceptable and prepare to succeed in their work. Acceptable behavior is also necessary to be accepted in the workplace culture.

The organization provides a code of conduct to explain which behaviors are permitted and not permitted by employees. In addition, employees may be asked to acknowledge this code of conduct by signing an employment agreement. Employees who violate the standards face consequences through standard employee behavior policies, such as a progressive discipline system, which has severe consequences for the most serious violations.

In addition, employees may get a warning for the first instance of a less serious violation, but they will have more severe consequences for another incident of the same behavior. Progressive discipline gives employees the opportunity to change their behavior and continue working. MAN 2 Muara Bungo, Achievement motivation is the drive in individuals to do something as good as possible in order to achieve success. So achievement motivation is an encouragement from within the individual to carry out activities in order to seek or obtain the best possible results based on the standard of perfection with all the potential and support that the individual has. According to one education staff that every human being will crave appreciation from other parties. Included in this need are the need for status, recognition, appreciation of oneself, and respect for responses given by other parties. To fulfill this need, I will try to do activities that allow me to get respect from other people. First, responsibility. The definition of

responsibility is human awareness of behavior or actions, both intentional and unintentional. Responsibility also means acting as an embodiment of awareness of obligations. Responsibility is natural, which means that responsibility has become a part of human life that every human being and for sure each person will bear a responsibility individually. According to the education staff, if someone does not want to be responsible, then of course there are other parties such as the head of MAN 1 Bungo who are forcing the responsibility to act.

By nature, humans are moral beings. However, humans are also individuals, and as individual human beings have their own opinions, feelings, wishes to act or act, of course, if these actions and actions are in front of many people, they may invite mistakes and mistakes. For this reason, so that humans in filling their lives get meaning, then humans need to be given responsibility.

Second, Have a work plan. A work plan is an effort to take careful action before doing something so that what is done works well as expected. Interview with the head of MAN 1 Bungo that the work plan is an effort to formulate what an organization or organization really wants to achieve and how something that is to be achieved can be realized through a series of formulations of certain activity plans. Planning as a guide to achieve or get something in a more coordinated manner. Planning minimizes uncertainty, because basically there is nothing in this world that does not change. The changes that occur bring uncertainty to the organization or organization.

Third, trying to work creatively. An idea is the result of a creative thinking process. Therefore, there is no wrong idea, as long as the idea is not a plan to do something harmful. Every idea needs to be appreciated. Maybe the appreciation is only in the form of words, such as 'thanks for the idea', 'good idea', 'wow, cool', or 'great'. With appreciation, everyone involved in the team will be more motivated to think creatively, so that he or she is able to generate ideas. Of course, it doesn't have to be a brilliant idea. According to one education staff, a simple idea can also be an extraordinary idea, if it can be applied as needed. Furthermore, the existing ideas are just being worked on so that they are mature and can be realized into something useful for the organization. The method, as stated in the previous article, is by brain storming.

The right idea, of course, is an idea that can provide benefits. Profit is not only in the form of money or profit for the organization. However, these benefits can also be in the form of more competent and creative employees, a more productive work atmosphere, or more effective and efficient work processes. The right idea, of course, must be tailored to the needs. If there are lots of ideas and all ideas can be executed immediately, that's great. But if it is not possible, it must be determined through a priority scale. In addition, the right idea is an idea that will be the main solution to the problem at hand. If the problem of a work team is an effective and efficient division of labor, then the right idea is an idea that is able to provide a solution to the problem. Brain storming or brainstorming is an effective way to generate an idea. The writer's observation is that usually in a brain storming at MAN 1 Bungo, every person or member of the work team is given the opportunity to speak. They are free to express their aspirations, usually with the guidance of the meeting manager or manager. So, the aspirations given are related to the solution that is being needed.

The author's observation is that in brain storming at MAN 1 Bungo, all ideas will be appreciated. Therefore, everyone involved in the brain storming will be eager to convey their ideas. There are those who really hope that their ideas are accepted, there are also those who are lucky. If the idea is accepted, great. But if the idea is not used, no problem. The important thing is to try to convey ideas or aspirations that are considered useful for the team. In a brain

storming, everyone will respond to every idea that comes up. That way, an idea that was initially raw, can become a mature idea at the end of brain storming. So, brain storming or brainstorming is an effective way to generate an idea.

Fourth, have work standards. Managers have many expectations that govern the use of their authority. Managers may not give preference to people for unfair reasons, such as hiring friends or relatives. Nor should they claim expenses for items such as mileage, business lunches, airfare or hotel accommodations if they are strictly personal expenses. The author's observation that all employees must be honest in communication about employees and conveying information to customers. Without policies covering how employees may abuse power or resources, some employees will find unethical ways to profit from their work at MAN 1 Bungo.

If an organization already has a good working SOP, then employees are of course required to work according to the SOP that has been made. This helps employees in various jobs, including the effectiveness and efficiency of working time. SOP work is used as a standard that affects the results of the employee's work itself (output). This component is not only made to expedite the operational activities of the organization. But it will also affect the trust of customers to use the products or services of the organization.

According to the head of MAN 1 Bungo said that a good SOP affects the service of the organization to its consumers. Good service to consumers will certainly produce customer satisfaction (positive results) which can increase the level of consumer confidence in the organization. Based on the explanation above, it can be concluded that SOPs are very important to be implemented in an organization. One of them is to gain the trust of consumers. On this basis, the existing SOPs in an organization have a positive purpose, namely to maintain operational stability and maintain the quality of products and services that have been and will be produced by the organization. SOP itself also has the aim of being the basis for regulating the workings of all employees and at the same time building the quality of the products or services that have been produced.

The Model for Development of the Management Style of the Head of Madrasah Aliyah Negeri in Improving the Achievement Motivation of Education Personnel in Jambi Province

MAN 2 Jambi City. A manager of formal and non-formal education should have a distinctive management style to lead the teaching staff and education personnel. The success of a manager will greatly depend on the quality of his manager in terms of influencing and collaborating with other roles/subordinates to achieve goals. This shows that in formulating goals and efforts to achieve them, all members of the group who are members of this school need to make efforts to achieve them. The principal as a leader must be able to provide instructions and supervision, improve the ability of educational staff, open two-way communication, and delegate tasks. The principal's management style in increasing the achievement motivation of educational staff at MAN 2 Jambi City can be studied from several important aspects, namely:

Assignment Instructions

Assignment directions are an exposition or description of all job duties carried out by the incumbent in processing work materials carried out by the incumbent in processing work materials into work results under certain conditions, written briefly and clearly, and arranged sequentially from heaviest to the lightest. Professional school principals with strong management

abilities and managers can realize an increase in the achievement motivation of educational staff with clear task directions. The independence of the principal is needed, especially to mobilize school resources such as education staff in relation to planning for the coaching program. The guiding principle is that a manager or a manager's main task is how to get the maximum benefit from whoever and whatever is available, provided and entrusted to them, they should not think about what doesn't exist, let alone what is impossible to do. . Interviews with principals as managers have had school work programs aimed at increasing the achievement motivation of educational staff, although this is not yet perfect and ideal. The principal has made a work plan for the education staff for the needs of achieving educational goals by formulating it together.

Principals as managers need careful planning so that they can achieve the expected goals in increasing the achievement motivation of educational staff, namely the goal of cultivating and making students who have good morals. Principals must be able to instill, promote and improve mental, moral, physical values, characteristics and exemplary principals through attitudes, actions and behavior including work and physical appearance. Interviews with school principals said that as a manager, he is a role model for education personnel in schools. Clear task directions must be strengthened by the example of the madrasa head. Then the words and deeds that are seen or heard by the education staff will enter into their souls. For that he will try to give the best example that can be given, such as in achievement motivation and authority

The central role of managers in all school activities can be seen from the manager's planning in schools. It is the manager who knows, even if at first the goals and plans are not written down, which are deeply ingrained in the manager's heart and are obsessed with making them happen. Regarding the implementation of the principal's duties so far, along with an interview with Awwaludin, he said that the principal has a big role in carrying out his duties as a manager to carry out increasing the achievement motivation of educational staff, so that educational staff can carry out quality education and learning activities. The principal has understood it as an urgent step to increase the achievement motivation of educational staff in schools. The principal's management style is democratic in which all problems and the school's strategic plan are formulated together.

The principal in this case as an education manager plays a very important role in planning his manager at school as expressed by the principal, that performance improvement is a very important factor as a supporter in the delivery of information to education staff in schools, therefore as school managers always try to plan as much as possible to fulfill it by creating a moral-oriented school vision. Since its establishment until now, along with the development, there has been a change in the education staff according to the needs of MAN 2 Jambi City. direction of assignments to education staff in accordance with the educational objectives of MAN 2 Jambi City.

- 1) Showing the performance of MAN 2 Jambi City as an Islamic educational institution whose people are able to behave Islamically
- 2) Improve the standard of academic achievement of graduates above the average passing rate of the National Examination, both in quantity and quality
- 3) Improving extracurricular achievement both in quantity and quality
- 4) To produce graduates who master science and technology based on faith and devotion to Allah SWT.
- 5) To produce graduates who have noble character, have social sensitivity, and are able to be role models for others

- 6) To produce graduates who are able to act as motivators, inspirations, innovators for the surrounding community
- 7) To produce graduates who are able to solve problems both for themselves and for others
- 8) To produce graduates who are independent, creative, who are able to face the challenges of life and global competition
- 9) To produce graduates who are physically and mentally healthy, have a noble spirit, uphold sportsmanship, and never give up
- 10) Preparing graduates for higher education.

The description of the duties of the education staff also strengthens the plan for the development of the MAN 2 Jambi City, namely the review of the MNBI development program that was prepared in 2006. The targets for the development of the pilot program for the National Madrasah with International Standards are:

- 1) Curriculum and Education Management System
- 2) Improving the quality of educators and education
- 3) Improving the quality of educational facilities and infrastructure
- 4) Improved education quality control and supervision system

The job descriptions of education staff are also synchronized with the education implementation strategy developed with reference to the PP. No. 19 of 2005

- 1) Carry out moral and personality development, as well as student rules and regulations to the fullest
- 2) Implement learning activities optimally, effectively and efficiently by developing varied learning methodologies
- 3) Provide adequate KBM infrastructure so that it has optimal support for the implementation of KBM
- 4) Prepare and have educators and education personnel who meet the standards
- 5) Ensuring the implementation of the main tasks and functions of each individual according to their respective fields of duty
- 6) Implementation of the administration of education administration that can regulate educational operations optimally
- 7) Develop guidelines for the implementation of madrasa management and administration
- 8) Optimizing and increasing community participation in financing for madrasah operational needs
- 9) Carry out evaluation / assessment activities both madrasa programs and teaching programs optimally
- 10) Implement program development as outlined in the Strategic Plan for Madrasah Development in the form of short-term programs (annual programs), medium programs (3 years), and long-term programs (5 years) and continuously conduct program reviews..

The lack of understanding of the education staff towards the goals of this school is mostly due to the lack of efforts of the principal in giving explanations to them in a clear and straightforward manner. In routine meetings, the focus is more on the problem of the learning process which is the main task of education personnel for education staff. In addition to an understanding of the school's objectives, the school component also has a very minimal understanding of school organization. Based on the interviews that the authors conducted with the principal, it was concluded that each component only carried out their respective duties. They do not understand the patterns and working relationships as a whole. However, they know with whom they must relate and how the relationship is carried out, and in the context of the

relationship between the performance of the education staff and the principal, they carry out their duties with achievement motivation and can be accountable to the principal, especially with regard to work assignments.

The three components of MAN 2 Jambi City above, according to the author's observations and interviews with education staff, school principals, and committees, in general have carried out their respective functions and roles, although on certain sides there are still obstacles and weaknesses. For example, the principal should have a full role in addressing problems and with the school committee, as well as providing and improving the facilities and facilities needed.

The principal has duties and responsibilities to the leader as a formal official, to fellow colleagues or the environment and to subordinates. As a principal, the principal has the task of planning, organizing activities, directing, coordinating and carrying out supervision, evaluating activities, determining policies, holding meetings, making decisions and regulating the learning process to achieve organizational goals, while as a principal, he must be able to empower all community and environmental resources aimed at educating the nation's life, including their responsibilities in the distribution of teaching staff/educational staff at MAN 2 Jambi City.

The principle that is used as a guide is that a leader or a school principal whose main task is how to get the maximum benefit from who and whatever is available, is available and entrusted to them, they must not think about what does not exist, especially what is impossible to do. Interview with the head of MAN 2 Jambi City where he said that he had carried out the placement of educational staff, for the need for effectiveness in achieving educational and learning goals even though there was still little experience in work. The principal as a leader has a school work program that aims to make the right placement for every education staff and develop conducive achievement motivation.

To achieve outstanding educational institutions, these educational institutions need to have good management of achievement motivation. These activities involve all structuring activities or arrangements for cooperating with a group of people to achieve goals such as educational staff. The head of MAN 2 Jambi City said that the role of education staff in schools is very central, because the main problem faced by the world of education is the problem of the performance of educational staff who can help the work of education staff. It's just that the education staff have not mastered various abilities, both in the fields of science, technology and work. Even though the school principal has provided the necessary work equipment.

The principal is a person who has personality competence towards the human resources of his subordinates by example, providing inspiration to advance and achieve the desired goals in carrying out activities in his institution. In the context of development, according to one tradition, MAN 2 Jambi City is an institution that is complex and unique, because as an organization there are various dimensions that are interrelated and mutually determine each other and have certain characteristics as unique characteristics that cannot be separated from each other. owned by other organizations, namely a learning process occurs and a place for empowering new lives for students with intellectual achievement motivation.

The school principal has not succeeded in carrying out his role as a person who is given the responsibility to properly place educational staff, because there are still educational staff who are on duty according to their educational qualifications and expertise. The success of the school is the success of the principal, because the principal is the central force that is the driving force of school life. The role and function of the school can be viewed from various points of view and

certain sides. On the one hand, the principal can be seen as a formal official, principal as well as an educator and no less important as a staff.

Regarding the implementation of the principal's duties so far, the following is an interview with a staff at MAN 2 Jambi City in which he said that the principal has a big role in his duties as a manager to provide the right direction for educational staff in work activities, so that later education staff can carry out quality activities. education and learning. The principal has understood it as an urgent step to carry out school development.

The principal is an educator in the school is one of the human resources in the school environment in addition to education staff, employees and students. The principal is a central figure who greatly influences the learning process in an effort to prepare quality human resources, because it has a fairly large role.

Decision-making

An effort that is no less important is to provide input and understanding in every meeting of the importance of decision making in meetings and the cooperation and togetherness that must be realized between schools, parents and the community. Therefore, in these meetings, all parents are given the opportunity and freedom to criticize, provide suggestions and then find a solution in the meeting. Efforts to create an impression and awareness that guardians of students have the same task as education staff, a sense of belonging to the school in order to realize the educational goals of their children.

Decision making can be seen as a major measure of performance as a principal. All decisions made by managers will become a reference for thinking, acting and acting for the entire school community. Therefore, the principal as the central figure of the school needs to explore the principles, concepts and techniques of making educational decisions that continue to develop. Included here as administrator is the principal. The principal as an administrator is motivated and has the ability to plan and carry out all school administration in an orderly, safe, fast and controlled manner.

Characteristics of the democratic type of manager are deliberation. An interview with one of the education staff at MAN 2 Jambi City who said that the school continued to work together as a team in solving administrative problems through making the right decisions. Each deliberation is recorded on the continuity and results of the meeting.

The improvement of the quality of education is absolutely carried out by the principal as an agent of change through the activities of revamping school managers with institutions for fostering institutions, curriculum, manpower, facilities and infrastructure as well as other system changes. The fact shows that the level of school progress is largely determined by the extent to which the level of progress of the principal's personality competence in improving student achievement. The principal can try to continue to cooperate with parents in the success of improving the quality of education at MAN 2 Jambi City.

Interviews with the principal were successful in exploring how he runs his manager. The data obtained include the principles and work patterns, the manager who feels the carrying capacity he gets and his efforts to overcome the manager's problems still exist. The results of interviews with the principal of the school were re-examined through education staff, committees and guardians of students.

The principal holds the principle of working with sincerity, carrying out his duties responsibly and wisely. In this regard, the author has interviewed tendik to say that the principal is wise and treats his subordinates fairly through making the right decisions. The principal has

done a good job. Even the principal always coordinates with the parties deemed necessary. The task of education staff is centered on administration with an emphasis on providing direction and motivation for achieving both short-term and long-term goals.

Building Relationships

The style of a manager will be seen in how to manage relationships with education personnel. The ability to manage relationships will be able to create a harmonious working environment between leaders and subordinates with high achievement motivation. Personality will always be visible in every person's actions. The personality of a manager will be seen as something that must be able to increase the full potential of subordinates. Regarding the personality of the principal, the Deputy Head of Student Affairs said that in his daily leadership of MAN 2 Jambi City, the principal is familiar, never limits his relationship with subordinates, and never gets angry. Principals often motivate subordinates at work. The attitude of the principal made us respect him. Thus it can be said that the personality of a manager will affect other people and also the realization of the goals of the organization he leads.

From a democratic perspective, the principal may be said to be a charismatic principal/manager. The approach used is a charismatic approach, he gives a spirit of awareness and togetherness in order to achieve educational goals which he disseminates to staff in the school and then immediately coordinates the plans that will be realized for the sake of education staff.

The democratic management style does not provide a narrow scope for the freedom, creativity and initiative of the subordinates, the subordinates on average receive a policy fatwa from the leadership in carrying out their responsibilities as a servant. The influence of the leadership is very strong so that the proposals and initiatives of the lower parties can be expressed. The proposal compared to the wisdom of the principal is meaningless, and if the lower party has high potential, it is only to carry out the fatwa of the principal. In other words, what the subordinates do does not dare to exceed the authority of the principal, let alone violate it. Likewise with authoritarian managers, who never give their subordinates room for initiative and creativity. In running the manager, everything is regulated by the leader without involving the participation of subordinates.

The democratic manager style with the organizational system listed in the formal form entirely influences the daily work mechanism. Lower employees carry out their duties and conditions as stated in the formal rules. Mapping the structure of managers in statistics is intended as a formal requirement that it constitutes a modern organization. The management of the administrative system is dominated by the head and very rarely comes from the duties and functions of the positions defined in the organization. Finally, the effectiveness of the organization faltered because it was waiting for the blessing and instructions of the principal. From the influence of the principal, he can change the rules according to his heart's will.

Cooperation and communication between education staff and other school personnel are also encouraged and built by the school principal, the principal said as long as the manager has a good working relationship between the personnel. All parties carry out their duties according to their respective portions and responsibilities with achievement motivation. If there is a conflict, the principal acts as a mediator who bridges the resolution of the conflict. More in-depth research through interviews obtained a clearer picture of the personality competencies of school principals. All school components such as education staff, committees and several guardians of students said that the principal always held deliberation to make a decision, the principal tried to involve various competent parties to discuss a problem.

The emergence of awareness and responsibility of the education staff of MAN 2 Jambi City based on the results of the author's interviews with four education staff separately, the following information was obtained according to one of the staff that the welfare obtained from work assignments was felt to be much higher when compared to other education staff which is still honorable.

Both the State education staff (PNS) or honorary staff at MAN 2 Jambi City above admit that, in addition to salary or honorarium, they still receive additional incentives, including at the end of the semester and the end of the year. Interviews with General Administration Staff said that for honorary education staff, although the honorarium they received was relatively small, when compared to the amount of honorarium received by working education staff at other schools, it was relatively large. More than that, the education staff of MAN 2 Jambi City acknowledged that they knew exactly about the source of funds and the amount of school income and expenditure, this was because of the transparency of the togetherness that had been shown in this school. With regard to the involvement of education personnel on a scheduled basis, the principal said that the education staff in the meetings held were not always 100% present, but there were still many who attended. This can be proven by the attendance list of the meeting. The effort taken to motivate the attendance of education personnel in school meetings is to make attendance lists based on their duties. This is rarely done in other schools, but it must be recognized that such a step will be able to motivate education personnel to work. The management style of the head of MAN 2 Jambi City is teamwork, and this type is most appropriate for leading a modern organization. Some of the characteristics of this type include: always starting from a sense of equal rights and equal obligations, trying to synchronize the interests and goals of the organization with personal/subordinate interests and goals, happy to accept suggestions, opinions and criticism, prioritizing group cooperation in achieving school goals, provide the widest possible freedom to subordinates to perform tasks, try to provide opportunities for development to subordinates, and guide subordinates to be more successful than them. The democratic type of manager, someone in developing the organization uses a deliberation approach.

Educational management is a form of cooperation between educational personnel to achieve educational goals. The general goal to be achieved in this collaboration is the formation of the student's personality in accordance with the goals of national education and the level of development at the age of education. These objectives can be translated into curricular objectives, general instructional objectives and specific instructional objectives. Thus, in this planning, the principal should cooperate with the education staff in carrying out activities for making school schedules and teaching programs. The authors' observations found that the coaching program was an improvement from the previous teaching program. The principal must supervise every party related to the education staff at MAN 2 Jambi City.

The principal has been able to instill, promote and improve mental, moral, physical values, characteristics and exemplary principals through attitudes, actions and behavior including work and physical appearance. Interview with the principal in which he stated that he was the head of the school who became a role model for the education staff in the school. The words, actions that are seen or heard by educational staff and students will enter their souls. For this reason, the principal has tried to provide the best example in behavior that can be given, such as in the motivation for achievement in leading the school. The small weaknesses found at work have been accepted by the education staff to be corrected, such as the education staff being not late for work, having enthusiasm for work and evaluating work results.

The principal has tried to be a role model for education personnel in schools. The principal will try to give the best example that can be given in managing the achievement motivation of educational staff, such as by making a checklist for the achievement motivation of educational staff. This activity is a form of monitoring achievement motivation.

Assignment Instructions

The direction of the duties of the head of MAN 2 Batang Hari is related to the job description or job description, namely a summary of the main duties and responsibilities of employees for a job. Also known as a job description. An effective job description will provide sufficient detail for the candidate to determine whether or not they qualify for the position. This includes details such as MAN's mission, culture and any benefits that MAN provides to employees. The author's observations at MAN 2 Batang Hari found examples of computer operator job descriptions:

- 1) Receive and read the incoming data and match it with the expedition book to find out the amount.
- 2) Prepare the computer and turn it on to the on position so that it is ready to operate.
- 3) Entering and storing data into the computer so that the data is stored properly.
- 4) Print files by loading paper into the printer to produce the required printout.
- 5) Submit printouts and record them in the expedition book to be initialed as evidence of delivery.
- 6) Make a copy of the file into a diskette as a data archive.
- 7) Find the required file according to the disposition of the ink so that it can be printed.
- 8) Taking care of files and computers by protecting them from other parties who are not interested in order to avoid damage.
- 9) Report the implementation and results of activities to superiors as accountability.
- 10) Carry out other official duties ordered by superiors both verbally and in writing for smooth implementation.

Community needs and expectations for good quality education services are the main triggering factors for educational management innovation. Institutional needs made by principals and education staff to improve the quality of internal and external services will greatly influence the process of making innovative decisions in the field of education management. Education and teaching activities will only run well if they are supported by strong achievement motivation with adequate management. As the author's observations at MAN 2 Batang Hari where the principal tends to be easy to direct each educational staff not to be late for work, because the education staff are already working according to the existing lesson schedule.

The principal has been able to instill, promote and improve mental, moral, physical values, characteristics and exemplary principals through attitudes, actions and behavior including work and physical appearance. The author's observations where the principal is a role model for education staff and students at school. Even though the principal tries to set the best example in managing the school, there are still many weaknesses in the leadership's achievement motivation, such as working on time and always on the spot or at MAN 2 Batang Hari.

The principal as a central figure must realize that the formation of habits, attitudes, and behavior in the context of school culture is strongly influenced by his personality, managerial style, and the way he sees future developments that are visionary. The development of a better and healthier school culture must start from the personality competence of the principal. Principals who are able to build work teams, learn from education staff and education staff, are

open to communication lines with the environment, broad access to information will be able to develop a positive school culture for the realization of independent schools that are above their own abilities.

Global conditions illustrate that the ability of education to drive and support the development process is largely determined by the relevance of the educational program being implemented to the type of development being implemented. Related to this are technical issues-coverage of the structure of the education system, curriculum, education staff, educational facilities and infrastructure and so on, which in turn lead to outputs that are knitted in such a way for the success of development in the field of education.

School program planning is the core of the professionalism of the principal, because with the professional planning, planning activities for other activities related to the professionalism of the principal will run as desired. As an effort to improve its performance, lead MAN 2 Batang Hari to know for sure making a decision where some managerial make a decision by using the steps to determine the main problem, collect relevant information, choose the most suitable problem solution and carry out the decisions taken. Regarding the discourse above, according to the head of MAN 2 Batang Hari, he said that he had tried hard to understand its current function to advance the school, and realized that it could not be separated from the motivation for achievement of the educational staff, including myself. Thus, I try to uphold achievement motivation democratically, which means understanding and obeying each other and the obligations of every educational staff in schools.

The findings in the field on the professionalism of school principals, where in planning the principal has tried to create the plan which is illustrated in the School Work Plan (RKS) in the administrative process, but in the implementation of the program it has not run optimally, where in the planning of the program there are elements Human resources who are not yet professional in implementing the program and the ineffectiveness of the monitoring and mobilization system for all components in the organization to carry out the program that has been determined. This condition is caused by factors that exist within the principal, namely there is a seriousness in implementing a sustainable program evaluation system.

According to the head of MAN 2 Batang Hari who said that the planning carried out by the principal in improving educational programs, especially in the development of achievement motivation as the headmaster said that for an educational program planning at MAN 2 Batang Hari, then what was done was to examine the previous work plan and adjust to this year's work plan and explain it to the education staff and to be carried out for 1 year of work.

Regarding the implementation of the principal's duties so far, the following is an interview with one of the education staff / waka curriculum who said that the principal has a big role in carrying out his duties as a manager to carry out the principal's duties professionally such as the School Work Plan (RKS). The principal has understood it as an urgent step to develop school discipline, including the achievement motivation of educational staff.

In the work plan above, the principal's planning in carrying out his work program is not yet concrete and clear at the implementation level later. Interviews with school principals who said that they had carried out tasks in schools for the need for effectiveness in achieving educational and learning goals. The principal has a work program as a leader which aims to manage MAN 2 Batang Hari according to the achievement motivation development program in schools that have been designed democratically.

Managing the teaching program includes planning for a certain period of time which contains what the education staff will do at work. Thus, work preparation is an attempt to predict

the actions that will be taken at work. Performance achievement motivation really requires an independent and professional principal with strong management skills, to be able to take decisions and take initiatives to increase the achievement motivation of educational staff. The independence of the principal requires planned supervision, namely: achievement motivation starting from punctuality in coming to school and on time to go home because this has an impact on achieving goals which can ultimately increase student output to compete in other schools,

As the principal, the head of MAN 2 Batang Hari, he has the main task as a school manager, the task is to oversee the situation of a good work environment, so that the education staff can work well. In carrying out these duties the principal has a dual function, namely carrying out school administration so as to create a good work situation. In addition, the principal also carries out the function of supervising the implementation of the work of education staff and other employees at the school. Through this managerial function, principals can strive to improve the performance of educators. The principal's supervisory activities in the entire educational process are integral to the entire process of educational staff work activities. The author's observation is that the principal fosters achievement motivation through regular meetings at the beginning of each month which are delivered orally to inform about the skills of the education staff in working to assist the principal administratively.

According to one of the administrative staff when the researcher conducted the interview, he said that the principal had fostered achievement motivation through regular meetings at the beginning of every month which were delivered verbally to inform about the performance of the education staff at work. This is a rule, but education staff always find it difficult because the distance between home and school is quite far, plus there are still people who don't dare to drive themselves so they always depend on other people, especially if it rains in the morning it makes it difficult for education staff because of health considerations.

Based on the information above, it can be seen that the principal has tried to carry out the management of the achievement motivation of educational staff at MAN 2 Batang Hari in accordance with their duties and functions, in order to achieve the goal so that every education staff, students and other school members can develop proper and professional competencies in work in the context of providing education and learning at MAN 2 Batang Hari, even though the existing work program is still very general and not implemented. Interviews with school principals explained that in order to be able to provide guidance and supervision, improve the ability of educational staff, open two-way communication and delegate tasks, a manager tries to have several advantages over his members. With these advantages he can be authoritative and obeyed by his subordinates. These advantages are mainly: advantages in the field of morals and morals, high fighting spirit, sharp intelligence, sensitivity to the environment, tenacity, and most importantly having high personality integrity so that he becomes an adult, achievement motivation, responsibility and morality.

Honesty is part of personality, in essence it is a reflection of a value system that lives and is embraced in a particular society. Because it is part of the prevailing value system, honesty is a truth which, if obeyed, is considered to bring happiness in its own life. On the other hand, if it is violated, it will result in sanctions whose impact can be in the form of various kinds of suffering and so on.

The principal is of the view that the noble qualities of the Prophet which have been taught to his ummah through his sunnahs are shiddiq, amanah, tabligh and fathanah are appropriate if honesty is indicated as one of the requirements among other conditions in the appointment of leadership positions. Furthermore, the principal explained that not only honesty but all

commendable qualities as taught by the Prophet to be a manager must be able to bring change for the better. A manager who is able to have the mandate he carries, will certainly be able to color the organization he leads. Because a manager in coloring organizational life is a character who appears in various life roles. Sometimes she appears as an education staff, sometimes she acts as a diplomat, and even acts as a mother. So that all his behavior, actions and greetings must always be imitated by all his subordinates. Therefore, the principal continued, the issue of honesty is something that absolutely needs to be owned by anyone who will act as a manager.

With his personality traits, the manager must adapt to the personality of the group. Personality touches humans, therefore what is meant by the manager's personality in management is the behavior and attitudes shown by managers and the people they lead. That human personality, including a manager, tends to be stable (permanent) or changing, but that does not mean that it cannot change and develop at all. With a strong will, a manager has an open opportunity to reduce negative aspects of his personality so that it does not harm him in realizing his manager's duties.

Decision-making

The principal in this case as an exemplary person plays a very important role in the implementation of decision making for education personnel as expressed by the principal, that decision making for education personnel is a very important factor as a supporter in delivering information to students in the learning process, because As a school administrator, he always tries to plan as much as possible to fulfill it. Interview with the head of MAN 2 Batang Hari who said he had carried out decision making for education staff, for the needs of achieving educational goals. The principal as a supervisor based on the school's work plan monitors the readiness of the education staff to be obedient or obedient to the provisions on achievement motivation that have been conveyed at the beginning of the new school year.

The principal makes decisions on the attendance and completion of the duties of educational staff which is scheduled every month. It is intended to find out the complaints of education personnel in carrying out their duties so that they can be assisted from an early age, if there are errors, they can be immediately addressed and to determine the level of achievement motivation of educational staff in carrying out their duties. carry out daily tasks in carrying out tasks already with learning plans or just perfunctory.

Supervision is carried out to improve the performance of education personnel. Thus, the existence of educational staff as professionals in an educational institution can be taken into account and has more value than ordinary teaching staff. Checking for small weaknesses that are still being carried out by education staff to be fostered by education staff, coaching carried out by school principals through regular meetings every month the latest information is always conveyed. So that it can provide added value for the development of knowledge for educational staff. The principal has understood it as an urgent step to carry out school development. Minor weaknesses that were found when the education staff worked were being late for work and lack of achievement motivation in completing the administrative tasks given by the education staff, but they were not followed up in the form of punishment or reprimand for the education personnel concerned.

Supervision of education personnel carried out by school principals, especially in decision making for education personnel, as stated by the head of madrasah that for an implementation of decision making for education personnel at MAN 2 Batang Hari, what was

done was to examine information obtained from various parties about work violations. by existing education personnel.

Decision-making at MAN 2 Batang Hari following interviews with administrative staff who said that the implementation of decision-making for achievement motivation of educational staff aims to instill attitudes and readiness of educational staff as educators in carrying out their duties in learning at school. The quality of a school can be seen from the added value generated by the educational institution, both the products produced, services or services provided such as being able to present the right management of education personnel by examining the information obtained and various parties about cases of weakness in education personnel. education staff in implementing work spirit.

The principal in this case as an education manager plays a very important role in the implementation of decision making on the performance of education personnel as expressed by the principal, that decision making on the performance of education personnel is a very important factor as a supporter in the delivery of information to education personnel in schools, therefore as school administrators always try to plan as much as possible to fulfill it. Interview with the head of MAN 2 Batanghari who said that he had carried out decision making on the performance of education personnel, for the needs of achieving educational goals. The principal as the supervisor based on the school's work plan monitors the readiness of the education staff to be obedient or obedient to the performance provisions that have been submitted at the beginning of the new school year.

The results of the interview with the head of MAN 2 Batang Hari have scheduled decision-making to the workspace once a month which has been stated in the plan at the beginning of the school year, this means that educational staff feel motivated to carry out their duties as well as possible. improve their respective performance.

Decision making is needed to improve the performance of education personnel. Thus, the existence of educational staff as professionals in an educational institution can be taken into account and has more value than ordinary teaching staff. Checking for small weaknesses that are still being carried out by education staff to be fostered, coaching carried out by school principals through regular meetings every month, the latest information is always conveyed. So that it can provide added value for the development of knowledge for educational staff. The principal has understood it as an urgent step to carry out school development. The small weakness found when the education staff was working was being late in completing assignments, but not being followed up in the form of punishment or reprimand for the education personnel concerned. The management of achievement motivation carried out by the principal, especially in making decisions about the performance of education personnel, as stated by the principal, that for an implementation of decision making on the performance of education personnel at MAN 2 Batang Hari, what was done was to examine information obtained from various parties about the performance of education personnel. .

Decision making at MAN 2 Batang Hari following an interview with M. Samsudin, education staff, namely the implementation of decision making on the performance of education personnel aims to instill the attitude and readiness of educational staff to fulfill professional requirements as education in carrying out their duties at school. The quality of a school can be seen from the added value generated by the educational institution, both the products produced, services or services provided such as being able to present proper management of the performance of education personnel by examining the information obtained and various parties regarding cases of weakness in implementing performance. excellent teaching staff.

Decision making on the implementation of the duties of educational staff aims to determine their professional abilities. With the right decision, it is expected to be able to create or develop the ability of educational staff effectively. The author's observations at MAN 2 Batanghari on supervisor activities where decision-making activities are carried out on educational staff work programs. Work plan devices such as computers, office stationery and so on are the supervisor's main monitoring. Even though this is still a lot of corrections because the work program is not precise and effective and the work results are not neat.

The author's observations at MAN 2 Batang Hari indeed show that decision making is carried out to see the activities of education staff making long-term plans which include the annual school work program and the school's monthly report program. Based on the existing planning, the education staff has a comprehensive guideline regarding the implementation of one semester's work. The author's observations at MAN 2 Batang Hari indeed show that decision making is carried out to see the activities of education staff making school assignments.

Interviews with administrative staff who said that in terms of organizing decision making on the performance of education personnel, the principal tried to communicate with education staff to record these cases and the education personnel concerned by taking into account the people, facilities and infrastructure, costs, technology and information needed. available. The school principal tries to provide guidance to education staff to carry out decision making on the work of education staff, even though the problem of awareness of each student for learning activities is still lacking.

The Deputy Head of Student Affairs at MAN 2 Batang Hari said that the education staff benefited from the trainings held by the school, especially in improving educational innovations and following existing developments. This is in line with the statement of one of the education staff who attended the training, saying that with the training of educational staff getting new information and developments in the world of external education, educational staff know that the world of education is developing in accordance with the times, so with training, educational staff will be able to innovate in their work. .

The school principal also organizes a work achievement motivation framework to supervise educational staff in the work rules, so that educational staff can maximize their competence at work. The set of rules is in the form of an educational staff order. The discipline of education personnel consists of the duties and obligations of education personnel, dress codes and restrictions that must be obeyed by education personnel.

Building Relationships

Relationship building is intended as an effort to carry out cooperation and communication between education staff and other school personnel and is also encouraged and built by school principals. the head of MAN 2 Batang Hari said that as long as the working relationship between personnel was well established. All parties carry out their duties according to their respective portions and responsibilities. If there is a conflict, the principal acts as a mediator who bridges the resolution of the conflict. More in-depth research through interviews obtained a clearer picture of the professionalism of school principals. All school components such as education staff, committees and some guardians of students said the principal always held deliberations to make a decision, the principal tried to involve various competent parties to discuss a problem, the principal viewed students as an important component to be considered in making decisions even though they were not join the deliberation.

The factors for the emergence of awareness and responsibility of the education staff of MAN 2 Batang Hari based on the results of the author's interview with two education staff separately, the following information was obtained according to an education staff who said that for education staff the welfare obtained from work assignments was felt to be much higher when compared to other education staff who are still honorary. Both the State education staff (PNS) and honorary staff at MAN 2 Batang Hari above admit, in addition to salary or honorarium, they still receive additional incentives, including at the end of the semester and the end of the year.

The professionalism carried out by MAN 2 Batang Hari in moving educational staff and students involved in organizing learning can be seen from the results of the author's interview with the head of MAN 2 Batanghari as follows so that learning goes well. The intensive collaboration carried out by the principal and education staff has been able to provide new ideas for the implementation of student administration at MAN 2 Batang Hari, because of the pattern of mutual support between the two parties with an interest in education. This is as explained by the following principal that various problems that arise in dealing with educational staff problems are resolved through regular meetings with education staff which are held once a month, discussions with each education staff and so on. Through this effort, school principals can express ideas that can foster the mental work of education staff. One of these ideas is about increasing work achievement motivation. Working time that is not on time has been corrected by working at school on time.

Various problems are often encountered by education personnel in terms of their performance. To solve this problem, education staff and school principals work together in a series of educational processes that have been carried out so far. Observations at MAN 2 Batang Hari where the author sees that achievement motivation is working very well. Every day there are no education personnel who are late to school.

School achievement motivation, if developed and implemented properly, consistently and consistently, will have a positive impact on the professional life and behavior of education staff. Achievement motivation can encourage them to work concretely and practice life at school about positive things: doing things that are straight and right, staying away from negative things. By applying achievement motivation, educational staff can work in a good environment, so that self-balance arises in relationships with other people. Thus, achievement motivation regulates a person's behavior in relation to his environment. The statement above is in line with the statement of one of the education staff explaining that for educational staff who have low achievement motivation, the principal usually calls the education staff concerned for advice. If there are no changes, the person concerned will be given a warning.

Achievement motivation becomes a means of improving the management of education personnel. In educating achievement motivation plays a role in influencing, encouraging, controlling, changing, fostering and shaping certain behaviors in accordance with the values that are instilled, taught and exemplified. Therefore, changes in a person's behavior, including the ability of education personnel to work. So it is very appropriate if achievement motivation becomes a factor that affects the implementation of the performance assessment of education personnel at MAN 2 Batang Hari.

Regarding this, an interview with the head of MAN 2 Batang Hari said that to enforce achievement motivation, you don't always have to involve other people, but you can also involve yourself. This means upholding self-achievement motivation. This effort is being made at MAN 2 Batang Hari. The school principal together with the education staff assembly drafted a set of

rules and regulations to increase the achievement motivation of educational staff and students at MAN 2 Batang Hari.

Based on the interview above, it can be understood that in learning achievement motivation is very necessary. Achievement motivation can give birth to the spirit of appreciating time, not wasting time passing in nothingness. Low motivation is a big enemy for him and for those who apply work targets. Every hour and even every second means a lot to educational staff. For this reason, the achievement motivation has been strived to be carried out well at MAN 2 Batang Hari today. Through achievement motivation, the education staff of MAN 2 Batang Hari has been able to achieve success in the world of work. Educational staff who work with high achievement motivation such as coming in on time, doing the tasks assigned by the principal and always concentrating on work so that they can become the best educational staff at MAN 2 Batang Hari. MAN 1 Bungo. The spirit of work is not only to direct the tendons on the right path, but it is also important to keep the tendons in order to remain motivated to achieve in doing the right thing. The management style through achievement motivation here is to devote all behaviors in an effort to foster achievement motivation for educational staff.

Assignment Instructions

The principal's task will be successful if each principal understands the tasks that must be carried out. Therefore, professionalism will be seen in the process where someone directs, guides, influences or controls the thoughts, feelings or behavior of others. For success in achieving a goal, a professional leader is needed, where he understands his duties and obligations as a school principal, and carries out his role as a school principal. In addition, the principal must establish a good cooperative relationship with subordinates, so as to create a work atmosphere that makes subordinates feel safe, peaceful, and have a freedom in developing their ideas in order to achieve the common goals that have been set in the organization.

As an organizational unit, it cannot be separated from a management organizational structure. Because it is the management that will run the wheels of the organization. The progress or decline of an organization is very dependent on the humans who sit on the management. Then the task of a manager is to regulate and provide wisdom in regulating the steps that must be taken because it is the manager who has full and consequent authority and responsibility.

Formal educational institutions as the organization of work organizations are organized systematically, guided and directed, because the organization is carried out to create a series of processes that are directed at the goals that have been set. As an organization of work activities, in order to achieve the goals of the organization, it must be structured as a management system that can carry out their respective duties, both general goals and specific goals according to their respective types and levels. Based on the findings at MAN 1 Bungo, it is clear that in a school organization, the role of the principal is very important and determines where every activity related to the school cannot be separated from the supervision of the principal. The division of tasks for the structure of MAN 1 Bungo is:

- 1) Principal
 - a) Planning the development of facilities and infrastructure.
 - b) Organizing school administration.
 - c) Make periodic reports.
 - d) Coordinate the admission of new students.
- 2) Deputy Principal:
 - a) Develop a teaching program.

- b) Arrange the division of tasks for education staff and lesson schedules.
 - c) Arrange the schedule and implementation of the test and final exam schedule
 - d) Applying the criteria for rising/not rising and passing criteria.
 - e) Set the schedule for receipt of the study results assessment report book and STTB.
 - f) Carry out guidance, direction and control of student activities, OSIS in order to enforce discipline and school rules and the selection of OSIS management.
 - g) Management of the financing of teaching tools
- 3) Homeroom teacher
- a) Make a class list.
 - b) Arrange class pickets
 - c) Determine class rank
 - d) Fill out report cards in each semester
 - e) Create a class structure.
- 4) Administration:
- a) Prepare school finances.
 - b) Manage school finances.
 - c) Manage the administration of personnel and students.
 - d) Fostering and career development of school administrative staff.
 - e) Arrange the administration of school supplies

When working at school, the principal is asked by the principal to try to apply achievement motivation and to always pay attention to or comply with the principal's direction so that at work always puts an attitude of achievement motivation and I also apply this to students. Interview with Mustakin, a student who said that students had been taught by education staff about achievement motivation at work, and worked according to the direction of the head of the madrasa.

Each school has a different achievement motivation that must be understood and involved in developing achievement motivation. In order for these increasing changes that occur to take place continuously, the development of school culture must be improved. School achievement motivation will explain how the school functions with all the internal things that happen. Schools should try to strengthen positive achievement motivation and eliminate negative achievement motivation. By understanding and developing positive school achievement motivation and reducing negative ones, it has directly implemented school-based management and ultimately leads to developing achievement motivation. One of the school's achievement motivations that must be developed is achievement motivation.

Work direction is defined as the activity of dividing tasks among the people involved in the educational collaboration. Because these tasks are so many and cannot be completed by one person alone, these tasks are divided to be carried out by each member of the organization. Coordination implies keeping the tasks that are divided can be done according to the will of those who do it, but according to the rules of development towards the achievement of goals that have been set and agreed upon.

Interview with the principal where he said that each education staff already knew their respective tasks which were delivered democratically so that unnecessary overlaps could be avoided. In addition, in carrying out educational tasks, timing is important. There are activities that must be done first, some must be done later, and some must be done simultaneously. Organizing means that leaders must be able to collect and coordinate human resources and

school material resources, because school success is very dependent on skills in organizing and utilizing various sources in achieving goals.

Regarding the implementation of the leadership's duties so far, the following is an interview with the waka student who said that the principal has a big role in carrying out his duties as a manager to carry out the work direction of the school organization, so that education staff can quality carry out educational and administrative activities. The leadership has understood it as an urgent step to improve the work discipline of education personnel in schools, even though the details of the work duties of education personnel are still too general.

School management is part of implementing school-based management. Improving the quality of education must pay attention to several factors that must be considered, namely equivalence in carrying out the work directive function of education personnel. In order to improve the quality of education in an educational institution, this aspect is a basic need that must be appropriate. If this is not fully owned, of course, efforts to improve the quality of education will not be carried out properly. The principal as an individual who can help education personnel through appropriate work assignments.

Professional democratic school principals through professional appointments also assist this process. This will foster a democratic climate in schools with a clear information system, which will encourage the creation of a conducive climate for the creation of optimal quality of academic services to develop all the potential of existing human resources. The principal is the person who is really expected to be a manager. Therefore, the quality of principal management has a good or bad impact on the success of increasing the motivation of education staff in schools.

Education is an organization that has several components (humans, learning processes, facilities and infrastructure), which need an activity, management. Therefore, the existence of an effective information system is absolutely necessary to support the management in planning programs, preparing budgets, making policies and so on. Thus, what happens in educational institutions is the importance of data and information which is the initial foundation in the development of information systems.

Interview with the Head of MAN 1 Bungo where he said that each education staff already knew their respective duties so that unnecessary overlaps could be avoided. In addition, in carrying out educational tasks, timing (in terms of achievement motivation) is important. There are activities that must come first, some that must be done later, and some that must be done simultaneously at work. Organizing means that leaders must be able to collect and coordinate human resources and school material resources, because school success is highly dependent on skills in organizing and utilizing various educational personnel resources in achieving goals.

The direction of the duties of the head of MAN 1 Bungo for the achievement of educational goals are:

- 1) Improvement and improvement of education management
- 2) Repositioning and actualizing and/or restructuring managers
- 3) Excellence in the field of Islamic religion, language, information technology, and scientific specialization competencies
- 4) Improvement of Facilities and Infrastructure
- 5) Application of Islamic-based curriculum concepts
- 6) Development of learning methods
- 7) Improving the performance of employee education personnel
- 8) Improved communication between madrasas and families

- 9) Involving the role of the community in education
- 10) Increasing the value of report cards and student behavior
- 11) Improved student achievement

The implementation of this madrasah quality development program takes a long time and is sustainable. However, this program becomes a benchmark which will be gradually improved and adapted to the times. The task directive also includes work supervision directives. Supervision is a follow-up to mobilization activities. Supervision is carried out so that the plans that have been prepared can be carried out by the education staff properly. This supervision is carried out from the time the plan is realized until it is completed. The principal and the supervision stage for the achievement motivation of educational staff are based on the obligations of the education staff themselves. Starting with the education staff carrying out their duties well, the education staff prepares a learning program, in the sense that the education staff reads a lot and develops their competence.

In a number of educational institutions, supervision in the achievement motivation of educational staff is often a problem that is ignored. This is something that the school principal needs to address. Managing achievement motivation is a basic need that must be met by every educational staff. The problem of planning for managing achievement motivation is usually always conveyed by the principal at a meeting with education staff or at a certain time when the principal sees violations committed by education personnel. The principal also emphasized the importance of preparing monthly reports and financial bookkeeping as a form of compliance by education personnel in the work they carry out.

In the implementation of the supervision of educational staff, it requires the ability of the principal to mobilize all educational staff to complete educational tasks, improve working relations between educational staff, foster cooperation, mobilize educational staff, and provide work motivation for educational staff so that they can manage work. When asked for information about supervision, all these education personnel provide important information about it. After observing it, it is seen that the planning of monthly and annual work programs which are the main basis for an educational staff in teaching for a rather long period of time seems to be realized as it should be.

An interview with one of the education staff said that the principal has supervised and evaluated all activities in the field of work according to the principal's obligations. Supervision is carried out on administrative activities carried out throughout 2020/2021, while evaluations are carried out at certain times, including at the end of the year. Supervision is carried out by observing and interviewing the discipline of education personnel.

With strict supervision, the atmosphere of discipline is expected to be conducive because it is controlled through the supervision of the principal of the education staff. The results of the author's observations where the principal has scheduled supervision to the workspace once a month which has been stated in the initial plan for the school year, this means that educational staff feel motivated to carry out their duties as well as possible. their respective performance.

The implementation of supervision on the performance of education personnel in education is clearly intended as an effort to obtain information (monitoring) regarding the ongoing work in the organization or agency, whether it has achieved the target or there are obstacles in the process. Therefore, supervision is needed to detect the smallest possible error. The interview with the head of MAN 1 Bungo explained that the education staff provided supervision over the administration while they were in their office. Supervision and evaluation carried out by education personnel is on work behavior and development. Based on this

information, the school is authorized to provide supervision and evaluation of all achievement motivations of educational staff.

Decision-making

The principal has the highest authority in the school by trying to influence, encourage, guide, direct and move the personnel in the school to work in order to achieve the goals that have been set. The process of mobilizing and directing is a business activity, method, technique and method to encourage members of the organization to be willing and sincere to work as well as possible in order to achieve organizational goals efficiently, effectively and economically. In a school, a principal is the driving force, namely the efforts made by a leader to his subordinates by directing and giving instructions so that they want to carry out their duties properly towards achieving the goals that have been determined together.

This kind of relationship pattern is certainly very good. However, the negative side is also very large before everything is resolved in a family way not procedurally. The settlement using the family system can be seen in the system of delegating authority directly to the closest person without a mandate. As revealed by Tendik who said the following, the delegation of authority is always carried out directly to people who are experts in their fields in fostering the work activities of educational staff. Likewise in other matters such as decisions on the placement of educational staff and even on the matter of financial transparency. Everything is resolved by democratically delegating the authority responsible for the approval of the principal.

It takes the ability of the principal to mobilize all educational staff to complete educational tasks, mobilize educational staff, and provide work motivation for educational staff so that they can manage work assignments with achievement motivation. The school principals chosen so far do not have the ability to generate motivation, provide inspiration to advance and achieve goals in their institutions. According to Tendik, the motivation given by the principal to education staff is because the principal has attention, interest and wants to participate in an activity or task. Motivation can also be done by giving punishments or sanctions to educational staff, while the sanctions given are twice by reprimand and the third time in writing, but so far no education personnel have received sanctions from the principal.

To support the achievement of the expected goals, it is necessary to support adequate rewards. The compensation given at the school in question is in the form of allowances for the welfare of school employees. Welfare concerns physical and spiritual well-being. This outward welfare involves material gifts.

According to one deputy principal, he said that at MAN 1 Bungo, the principal is also making decisions regarding improving welfare decisions. For example, employee salaries are given on time according to the division and position. So that by giving salaries on time, their rights as employees have been fulfilled. That way they are also enthusiastic to work. In addition, other benefits are also provided such as providing opportunities and assistance to develop careers in the form of training, such as computer and administrative training, which is funded by the school, giving awards to educational staff and employees who excel in the form of certificates, providing incentives from learning activities. Providing allowances and participating in training and seminars aims to improve the performance of education personnel and employees so that they can become effective educators. As for spiritual development, usually the education staff at MAN 1 Bungo carry out joint sports activities on a regular basis, once a week. This activity means that the health of the employees is also maintained. So that by maintaining a healthy body condition, enthusiasm for work is also high.

While inner welfare concerns a sense of security and comfort at work, so that the welfare of education personnel is always improved. The improvement of this welfare is the responsibility of the school principal. Good education personnel will improve their abilities professionally. Educational staff must have a good understanding of the field of profession they are engaged in. Educational staff always uphold the principle of professionalism, including in the management of every educational administration work activity.

Building Relationships

Communication as a management technique in written or oral form that can be used in building relationships. In writing, it means that managers are required to communicate through writing, whether in the form of a report, working paper, instructions, various pictures, descriptions and so on in increasing the achievement motivation of educational staff. This is where the ability of a manager is required to be able to think and express his thoughts systematically, regularly, and clearly. While verbal communication can be in the form of meetings, discussions or individual communication, with subordinates, fellow colleagues and superiors, so that here it requires more human skills which are the embodiment of the ability to communicate, which means not only conveying information but also convincing the parties. others, so that solid cooperation can be established within the framework of achieving broader organizational goals in broader interests as well

The ability to provide accurate, precise and clear information as well as the ability to receive information from outside with high sensitivity, is an absolute requirement for an effective manager, he is able to translate the "policy language" into a clear and concise "operational language". Then all his responsibilities will become easier with respect to the tasks that must be distributed to his subordinates or followers.

Specialist work in the form of small units will lead to a hierarchical system of work with all its complexity. So for the tasks of coordinating and supervising these units, in order to become the parts that are controlled, high communication skills are needed. Because poor communication between the principal and the school community will lead to the following things: a lot of prejudice, anxiety, inner tension and conflicts, both closed within oneself and open with others. Communication that is not smooth is well realized by the principal so that it can cause feelings of grief, isolation and separation from the organization. And this causes a lot of anxiety, inner tension and easy conflict with other people around him.

According to the principal, I influence my subordinates so that they are willing to give dedication in achieving organizational goals in accordance with the abilities of their subordinates. The Islamic concept says that everyone is a manager and will be responsible for his management. Management is a mandate and trust given by the community or has been determined by God, so to find the identity of a manager that belief, skills, will and social relations are very important. So the core of the success of a business or public institution basically lies in the management of the manager or manager. Even if the organization is not good, the equipment is sufficient, the capital is there but if it is not managed by a good manager or manager in leading, then do not expect it to be successful, for that the success of a business entity or the progress of a country begins with a qualified, energetic, strong-willed manager. , full of realistic ideas and followed by his successors.

With regard to awareness and responsibility, the author looks at the aspect of the education staff, where it is found that the education staff with awareness and responsibility have carried out their duties with high achievement motivation, helping the principal. Among the

factors for the emergence of awareness and responsibility is that in delegating tasks and responsibilities to school personnel, the principal does so based on the results of deliberation at the beginning of each school year.

The results of the interviews the author conducted with the waka of the curriculum regarding the above matter, it was found that at the beginning of each school year, the principal held a joint meeting with the education staff and education staff. The meeting was held to discuss, determine and decide together on various things that will be carried out in the school year, both financial matters, facilities and infrastructure, the learning process and the division of tasks for each school personnel.

In reciprocity, the problems that exist at MAN 1 Bungo include low achievement motivation and good arrangement of learning documents that need special attention to solve this problem. Achievement motivation of educational staff, school principals must be good at dealing with it so that the education staff can increase their loyalty to their field of duty such as conducting regular coaching, giving rewards (award) to education staff who have served for a long time, giving motivation regularly and coordinating continuously.

Various efforts have been made by educational staff to increase achievement motivation. Basically every educational staff wants high work motivation, but various factors that affect his personal condition at work, sometimes cannot turn into a motivated educational staff. For this reason, assistance from the principal is to maximize supervision efforts in improving the performance of education personnel

Education is an organization that has several components (humans, learning processes, facilities and infrastructure), which need a management activity. Therefore, the existence of an effective information system is absolutely necessary to support the management in conducting program planning, budgeting, policy making and so on. Thus, what happens in educational institutions is the importance of data and information which is the initial foundation in the development of information systems.

School communication if it is developed and implemented properly, consistently and consistently will have a positive impact on achievement motivation at MAN 1 Bungo. Intensive communication can encourage them to develop concretely and practice life at school about positive things: doing things that are straight and right, staying away from negative things. By imposing intensive communication, you can foster a good environment, so that self-balance arises in relationships with other people. So, intensive communication can organize a person's behavior in his relationship in the midst of his environment.

Intensive education staff communication, among others, can be monitored both through the intimacy of the principal and education staff as compliance in carrying out all educational staff work programs. Intensive education staff communication is the principal's concern as a reference for implementing learning activities at MAN 1 Bungo. The results of interviews with the Head of MAN 1 Bungo in the field indicate that the intensive communication aspect of education personnel is part of the implementation of educational staff work activities at MAN 1 Bungo, it's just that the intensity of communication is still lacking so that the principal receives little input from subordinates. This happened when I was allowed to become the principal of the school because I had to be a guide for Muslims who went to Mecca for Umrah.

Communication as a professional technique in written and verbal form. In writing, it means that the principal is indicated by his ability to communicate through writing, whether in the form of a report, working paper, instructions, various pictures, descriptions and so on. This is where the ability of a school principal is required to be able to think and express his thoughts

systematically, regularly and clearly. While verbal communication can be in the form of meetings, discussions or individual communication, with subordinates, fellow colleagues and superiors, so that here it requires more human skills which are the embodiment of the ability to communicate, which means not only conveying information but also convincing the parties. others, so that solid cooperation can be established within the framework of achieving broader organizational goals in broader interests as well.

The statement above is in line with the statement of one of the staff who said that for education staff who have a low form of communication, the school principal usually calls the education staff concerned to have a dialogue. However, because there are many senior education personnel in schools, while the principal feels younger, it is difficult for the principal to direct the education staff to be involved in carrying out joint work activities.

Communication is a means for school principals and education staff in the success of achievement motivation at MAN 1 Bungo. The principal plays a role in influencing, encouraging, controlling, changing, fostering and shaping certain behaviors in accordance with the values that are instilled, taught and exemplified. Therefore, changes in a person's behavior, including the development of achievement motivation at MAN 1 Bungo.

The principal of the madrasa is a role model for students. Interview with the Head of MAN 1 Bungo who said as follows that work achievement motivation is very important in making achievement motivation effective in school. There are conditions that really need achievement motivation, such as at the beginning of work and at the end of work.

MAN 1 Bungo tries to develop and improve school achievement in the fields of science and technology and IMTAQ. To realize the principal has determined the goals of his management for the school, the principal conveys the vision of management. Seeing his management vision, it seems that the principal has thought thoroughly. Its management has touched the academic aspect for schools, education staff. In addition to achieving achievements and carrying out the responsibilities of the principal, he also emphasizes togetherness and harmony between personnel in the school. In order to strengthen the relationship and cooperation between the principal and school personnel, every Monday after the scheduled 10-minute ceremony, it is hoped that problems and complaints from school personnel can be heard and solutions are sought.

The principal's belief that MAN 1 Bungo can achieve excellence in various fields is achieved by instilling confidence in the education staff that the school can produce superior output by prioritizing a good learning process, even though the facilities are inadequate. The emphasis on increasing sincere achievement motivation is not merely looking at mere material rewards. Work interactions are built according to the responsibilities of each field to achieve harmony. However, togetherness is still fostered by the school principal. This shows that the principal is democratic but tends to be paternalistic. Subordinates' perceptions of the principal's personality were also expressed by education staff as more mature. In working the principal is more of an integrator and coordinator. Such characteristics strengthen the character of democratic management.

According to him, the principal's motivation to carry out management is to carry out his duties sincerely because of Allah SWT. In addition, he wants to produce quality education that has skilled IMTAQ and science and technology. According to the views of subordinates and their partners, the motivation is clearly legible. They said the principal did a good job. Even Hikmah said that the school places great emphasis on the importance of educating children with Islamic values. The author observes that the principal always reminds the education staff to work

sincerely even though the salary or rewards are not adequate, keep the spirit of educating children about Islam. The principal is a professional official in the school organization who is tasked with managing all organizational resources and collaborating with education staff in educating students to achieve educational goals and understanding all school needs.

The principal of MAN 1 Bungo has a commitment to improve the performance of education personnel in schools, which is divided into extrinsic efforts carried out by involving school principals in training and professional performance development, allocating principal's compensation, providing work tools/facilities and increasing school achievement motivation. While the intrinsic effort where the principal tries to set a good example for the principal by becoming an ideal principal. Interview with the Head of MAN 1 Bungo where he said that as a school principal, I was a role model for education staff and students at school. The words, actions that are seen or heard by the principal and students will enter his soul. For that I try to give the best example that can be given such as achievement motivation at work. Such as by arriving on time to school and leaving at the scheduled time, being firm in solving problems and not talking long-winded.

Observations in the field that the principal has tried to be a role model for the tendik in the school. The principal tries to set the best example he can give, such as by arriving on time to school and leaving at the scheduled time, being firm in solving problems and not talking long-winded.

The author's observation of the Head of MAN 1 Bungo is that the principal's efforts in speaking are only necessary and do not utter words that can drop his authority in front of his subordinates. Regarding the implementation of the principal's duties so far, the following is an interview with the Head of MAN 1 Bungo who said that education staff have a big role in carrying out their duties as leaders to provide protection to every principal and student in this school so that they can continue to carry out educational and learning activities with good. One of the roles played by the principal is to increase the achievement motivation of educational staff in working at MAN 1 Bungo.

The principal is the person who is really expected to be the principal. Therefore, the quality of the principal's professionalism has a good or bad impact on the success of the work performance of the tendik in schools. Interview with the head of MAN 1 Bungo where he said that the principal has shown great responsibility in advancing the competence of education personnel at MAN 1 Bungo. One of the things that the principal does is to improve the performance of the education staff as educators and staff. With this effort, it is hoped that MAN 1 Bungo will have promising quality principals.

Based on interviews with the principal and principal of MAN 1 Bungo school where the principal has a major role in carrying out his duties as a leader to provide protection for every education staff to be able to carry out educational and learning activities well. The performance of education personnel is also very much needed. Of course, education personnel do not want the planned educational and learning objectives to be achieved, seeing that their performance is not optimal. Implementation of work must pay attention to this performance as one of the determining factors for work success.

Achievement motivation of educational staff if it is developed and implemented properly, consistently and consistently will have a positive impact on the life and quality of work in the field of administration. Achievement motivation can encourage them to work concretely and practice life at school about positive things: doing things that are straight and right, staying away

from negative things. By applying achievement motivation, educational staff can No Name of Madrasah Educational Qualification

Total Quantity motivation regulates a person's behavior in relation to his environment.

Achievement motivation for students is very important so that if an educator does not understand and does not understand the importance of better achievement motivation, then it is likely that he will not succeed in instilling the desired teachings in his students. With the effort to get used to imitating the behavior of an educator, it will foster self-confidence and self-will and self-awareness to take part in training and education from educational staff, accustomed to being trained in achievement motivation in everyday life for children. Interview with the Deputy Head of Curriculum at MAN 1 Bungo, who said that to develop work achievement motivation, the education staff strives for achievement motivation such as coming to school on time, even though some education staff are often not enthusiastic about work.”

Every action, including action is driven by one or more motives. Motive or also known as encouragement or need is a force that resides in the individual or educational staff that encourages him to act to achieve a goal. The results of observations on the activities of education staff at MAN 1 Bungo where educational staff are less enthusiastic about coming to school and coming to work on time. Even though the education staff never came late. Educational staff strive for achievement motivation at work, although sometimes they are not motivated to achieve, for example being late for work.

Education staff are now trying to set an example in working as educational staff, such as coming to school on time, working on time and organizing education staff so that they can do their assignments on time as well. This is as stated by Tendik who said that education staff occasionally consult with school principals in increasing professionalism in work, one of which is emphasized by school principals is to foster self-awareness that achievement motivation is very necessary in increasing work professionalism.

Principal management is a form of a leader's ability to empower all human resources in the environment where he works and his knowledge in everything related to his work. Work carried out by a leader in the form of communicating with his subordinates, either with himself or interpersonally or with members of his community or interpersonally. Performance management is a person's steps in carrying out an activity or carrying out a program, a leader in a job must go through the stages of performance management which aims to streamline and streamline the performance he does and all of this needs to be carefully evaluated.

Based on the information and data presented above, it can be explained through a matrix of a number of data in three different madrasah regarding the management style of the head of the state madrasah aliyah in increasing the achievement motivation of educational staff in Jambi Province. Below is a comparison matrix of the components of the Jambi State Madrasah Aliyah educators in 2020:

Table 1
Comparison Matrix of Educators Components
Jambi State Aliyah Madrasah 2020

No	Name of Madrasah	Educational Qualification		Total Quantity
1	MAN 2 Kota Jambi	S3	3	78
		S2	15	
		S1	61	
2	MAN 2 Batanghari	S3	-	16
		S2	3	
		S1	13	

3	MAN 1 Bungo	S3	-	54
		S2	8	
		S1	45	
		D2	1	

Based on the table above, it can be seen that MAN 2 Jambi City with a total of 78 teaching staff, it has 3 teachers with S3 education, 15 S2 education staff and 61 S1 education staff. MAN 2 Batanghari, 3 people with S2 education and 13 S1 educations out of all 16 teaching staff. MAN 1 Bungo has 8 educators, 45 undergraduates, 1 D2 from 54 teaching staff. Based on this data from education staff, MAN 2 Jambi City has the advantage of the educational aspect for education staff, followed by MAN 1 Bungo.

Then the education staff has a major contribution to the quality of madrasahs, below is a comparison matrix of the components of education personnel in the 3 MAN Jambi Province studied:

Table 2
Comparison Matrix of Education Personnel Components
Jambi State Aliyah Madrasah 2020

No	Name of Madrasah	Educational Qualification	Total Quality
1	MAN 2 Kota Jambi	S3	-
		S2	2
		S1	6
		Diploma	1
		SMA	12
		SLTP	-
		SD/MI	1
2	MAN 2 Batanghari	S3	-
		S2	1
		S1	2
		D2	-
		SMA	5
		SLTP	-
		SD	2
3	MAN 1 Bungo	S3	-
		S2	-
		S1	6
		D2	-
		SMA	8

Based on the table above, it can be seen that MAN 2 Jambi City with a total of 23 educators, has 2 education staff with Masters education, 6 undergraduate education and 1 Diploma education and 12 high school education staff. MAN 2 Batang Hari, there are 1 master education staff and 2 undergraduate education staff, 5 junior high schools and 2 elementary school staff from all 10 education staff. MAN 1 Bungo has 14 educators, 6 undergraduate students, 8 senior high school students from all education staff. Based on this data from education, MAN 2 Jambi City has advantages from the aspect of education for education personnel.

Then the supporting and complete facilities and infrastructure will facilitate the learning process. The infrastructure in the three MANs can be seen in table 3:

Table 3
Matrix Comparison Of Components Of Planning Facilities And Infrastructure Of Madrasah Aliyah Negeri Jambi In 2020

No	Planning	ideal conditions	Condition at the moment	Alternative solutions
1	MAN 2 Jambi City	There is a facility and infrastructure planning document according to SNP 1. School buildings and furniture 2. Learning tools consisting of books, teaching aids and laboratories 3. Instructional Media	There is a facility and infrastructure planning document according to SNP	Schools must have infrastructure planning documents
		Planning is clearly visible: 1. Goals and targets 2. Types and forms of action 3. Required study materials	There is a clear plan	Schools must have a clear plan 1. Goal, target an dan target 2.Type
2	MAN 2 Batanghari	There is no facility and infrastructure planning document according to SNP 1. School buildings and furniture 2. Learning tools consisting of books, teaching aids and laboratories 3. Instructional Media	There is no facility and infrastructure planning document according to SNP	Schools must have infrastructure planning documents
		Planning is clearly visible: 1. Goals and targets 2. Types and forms of action 3. Required study materials	There is no clear plan	Schools must have a clear plan 1. Goal, target and target 2.Type
3	MAN 1 Bungo	There is a facility and infrastructure planning document according to SNP 1. School buildings and furniture 2. Learning tools consisting of books, teaching aids and laboratories 3. Instructional Media	there is a facility and infrastructure planning document according to the SNP	Schools must have infrastructure planning documents
		Planning is clearly visible: 1. Goals and targets 2. Types and forms of action 3. Required study materials	There is a clear plan	Schools must have a clear plan 1. Goals, goals and targets 2.Type

Although data in the field shows that in MAN 2 Jambi City and MAN 1 Bungo, there are already SNP facilities and infrastructure planning documents such as school buildings and furniture, learning tools consisting of books, teaching aids and laboratories and learning media, it's just that each is very poorly planned. in MAN 2 Hari trunks related to the above document. Below is a comparison matrix of the facilities and infrastructure of the Jambi State Madrasah Aliyah room:

Table 4
Matrix Comparison of Facilities and Infrastructure Components of the Jambi State Madrasah Aliyah Room in 2020

No	Madrasa name	ideal conditions	Present condition		Amount Whole
			Well	Damaged	
1	MAN 2 Jambi City	There are documents for facilities and infrastructure according to SNP 1. Classroom 2. Teacher's room 3. Science laboratory 4. Language laboratory 5. Library 6. TU room 7. Headroom 8. Treasurer Room 9. BK room 10. Coop room 11. UKS Room 12. Multipurpose room 13. PSBB Room 14. Mosque	26 1 3 1 1 1 1 1 1 1 2 1 1 1	- - - - - - - - - - - - - -	42
2	MAN 2 Batanghari Jambi	There are documents for facilities and infrastructure according to SNP 1. Classroom 2. Teacher's room 3. Science laboratory 4. Language laboratory 5. Library 6. TU room 7. Headroom 8. Treasurer Room 9. BK room 10. Cooperative room 11. UKS Room 12. Multipurpose room 13. PSBB Room 14. Musholla	7 - - 1 1 1 1 - - - - - - - 1	- - - - - - - - - - - - - -	12
3	MAN 1 Bungo Jambi	There are documents for facilities and infrastructure according to SNP 1. Classroom 2. Teacher's room 3. Science laboratory 4. Language laboratory	21 1 1 1	- - - -	

	5. Library	1	-	34
	6. TU room	1	-	
	7. Headroom	1	-	
	8. Treasurer Room	1	-	
	9. BK room	1	-	
	10. Cooperative room	1	-	
	11. UKS Room	1	-	
	12. Multipurpose room	1	-	
	13. PSBB Room	1	-	
	14. Musholla	1	-	

The facilities and infrastructure referred to here are the tools used or needed to facilitate the learning process at MAN, whether in the form of buildings or other tools that support the achievement of educational goals. Without complete facilities and infrastructure, the desired educational goals will not be carried out properly. MAN as a formal educational institution is inseparable from the facilities and infrastructure it has as a center for education and learning. MAN 2 Kota Jambi and MAN 1 Bungo have more complete facilities and infrastructure than MAN 2 Batang Hari.

Work is one of one's activities in daily life, starting from leaving early in the morning and returning late at night. Sometimes this is considered normal by someone because it is a routine. In an educational institution, for example, there are various divisions and fields handled by each worker, with the skills and expertise mastered by workers more optimally in advancing the company. With high dedication and loyalty of employees in doing work, and based on the skills and expertise possessed, the efforts made will be more fruitful. This is where the management team begins to appreciate their efforts and hard work by conducting performance appraisals.

Assessment of the performance of education personnel includes making considerations about the services, processes and work results of teachers with the aim of obtaining some information or data about the motivational ability of teachers as professional education personnel. In this regard, the comparison matrix for evaluating the work performance of education personnel in three MANs in Jambi province is:

Table 5
Comparative Matric Assessment Of The Work Performance Of Educational Personnel In 2020

No	Name of Madrasah/Name of Employee	Elements of Assessment					Amount	work behavior
		Service Orientation	Integrity	Commitment	Discipline	Cooperation		
	MAN 2 Jambi City							
1	Awwaludin	87	87	92	86	86	87.8	Well
2	Darmawansyah	85	83	91	81	81	84.2	Well
3	h	86	84	90	82	82	84.8	Well
4	Nurhayati	85	84	92	84	84	87.4	Well
5	M.Hafiz Riya Rahmi	85	83	92	85	83	85.6	Well
Total							429.8	
Average value							85.96	Well
	MAN 2 Batang Hari							

1	Abdul Malik	80	80	81	80	81	80.4	Well
2	Najmi	82	83	85	83	85	83.4	Well
3	Tarmono	81	82	82	82	81	81.6	Well
4	Supriyatno	80	80	80	80	80	80.0	Well
5	Sugiman	83	87	82	80	81	82.6	Well
							Total 413	
							Average value 82.6	Well
MAN 1								
1	Bungo	85	92	85	85	84	86.2	Well
2	Karmi	89	92	86	86	86	87.8	Well
3	selawati	89	92	86	86	86	87.8	Well
4	Yosril	81	92	82	81	81	83.4	Well
5	Iskandar Dian Anggraini Suryadi	81	92	82	81	81	83.4	Well
							Total 428.6	
							Average value 85.72	Well

Based on the table above, it can be seen that the score for the assessment of the work performance of the education staff of MAN 2 Jambi City is 429.8 or an average of 85.96 with a good category. Then the score for the assessment of the work performance of the education staff of MAN 2 Batang Hari is 413 or an average of 82.6 in the good category. Finally, the work performance assessment score of MAN 1 Bungo education staff is 428.6 or an average of 85.72 in the good category. Based on this assessment, MAN 2 Jambi City is superior in the work performance of its educational staff, followed by MAN 1 Bungo and finally MAN 2 Batang Hari.

Based on the data above, all achievements are in accordance with the standard, the employee will be given reinforcement so that he can maintain his performance. Employee performance appraisal is quite important for employees and MAN because of the work assessment becomes the center of career planning for employees as well as getting promotions. For MAN, employee performance appraisal can be a motivation for employees to work better.

CONCLUSION

Based on the results of the research findings as revealed in the previous discussion, it can be concluded that the cause of the principal's management style in increasing the achievement motivation of educational staff in Jambi Province is not optimal because the direction of tasks, decision making and relationships that have been built have not been productive. Furthermore, the authors can specifically conclude as follows: The management style factors of madrasah principals in Jambi Province are democratic styles seen from task direction, task direction, decision making and relationships built. This will foster a democratic climate in schools, which will encourage the creation of a conducive climate for the creation of optimal quality of work: The effect of the madrasa principal's management style on the achievement motivation of educational staff in Jambi Province is characterized by low work responsibilities, standards, plans and work creativity; The model for developing the principal's management style in increasing the achievement motivation of education staff in Jambi Province is clear work

directions, joint decision making and the relationship that is built is two-way and interactive, even though it covers all tasks and personnel..

BIBLIOGRAPHY

- Budi Saronto, Japanese Management Style (Jakarta: PT Hecca Mitra Utama, 2011)
- Budi Suhardiman, Principal Development Studies (Jakarta: Rineka Cipta, 2015)
- Budi Suhardiman, Principal Development Studies: Concepts and Applications, (Jakarta: Rineka Cipta, 2012)
- David A. DeCenzo and Stephen P. Robbins, Fundamentals of Human Resource Management (New York: John Wiley and Sons, 2002)
- Didin Kurniadin and Imam Machali, Education Management Concepts and Principles of Education Management (Yogyakarta: Ar-ruzz Media, 2012)
- Eko Handayanto, "Ideas of Indonesian Management Style," Journal of Innovation Economics, Vol. 02, No. 02, (June 2010): 8, <https://ejournal.umm.ac.id/index.php/jibe/article/view/4693Business>
- Engkoswara and Aan Komariah, Education Administration (Bandung: Alfabeta, 2012)
- Ernie Tisnawati, Introduction to Management (Jakarta: Kencana, 2009)
- Faisal Faisal, Hapzi Ali and Kemas Imron Rosadi, "The SIMDIK-Based Management System for Educators and Education Personnel in Islamic Education Management," Journal, Received, (27 October 2021): 4, [https://docplayer.info/219645122-Sistem-pengelolaan -educators-and-educational-staff-based-simdik-in-management-education-Fraud and Management Style,](https://docplayer.info/219645122-Sistem-pengelolaan-educators-and-educational-staff-based-simdik-in-management-education-Fraud-and-Management-Style.html) GRC Workshop, accessed on 04 January 2022, <https://bengkelgrc.id/2020/07/31>
- George R. Terry, Principles of Management, Translator: J. Smith (Jakarta: Bumi Aksara, 2012)
- Haryani R & Tairas M.M.W, Achievement Motivation in Outstanding Students from Economically Poor Families," Journal of Educational and Developmental Psychology, Vol. 3 , No. 01, (August 2014): 5, <http://journal.unair.ac.id/JPPP@motivasi-berprestasi-pada-mahasiswa-berprestasi-dari-family-not-capable-economy-article->
- Indrawan Azis, "The Influence of Management Style on Company Performance (Study on Automotive Dealer Companies in Makassar)," Scientific Journal, Vol. 12, No. 2, (March 2015): 6, <https://e-jurnal.nobel.ac.id/index.php/akmen/article/view/450>
- Isniati and Fajriansyah, Strategic Management: Digest, Concepts and Theory (Yogyakarta: Andi Offset, 2018)
- Kompri, Performance Management (Yogyakarta: Expert, 2020), 100-101
- Management Style-Management Style for Effective Leadership," Pintar Pandai.com, accessed on 17 May 2021, <https://www.clever.com/management-style-management-style-for-effective-leadership-question-answers> GCG: Fraud and Management Style," GRC Workshop, accessed on January 04 2022, <https://bengkelgrc.id/2020/07/31>
- Mangkunegara, A, P. Human resource management company (Bandung: Rosda.2011)
- Maya H, Common Mistakes of Principals in Managing Education (Yogyakarta: Bukubiru, 2012)
- Moore L, Grabsch D.K, Rotter C, "Using Achievement Motivation Theory to Explain Student Participation in a Residential Leadership Learning Community," International of Journal Department of Agricultural Leadership, Education, and Communications, Vol. 9, No.2,(May2016):8,[http://www.journalofleadershiped.org/attachments/article/157/MooreGrabsch and Rotter.pdf](http://www.journalofleadershiped.org/attachments/article/157/MooreGrabsch%20and%20Rotter.pdf)
- Mukhtar, Hafzi Ali and Rusmini, Teacher Job Satisfaction (Jambi: Pusaka, 2017)

- Munandar U, Creative Development of Gifted Children (Jakarta: Rineka Cipta, 2014)
- Nurul Hidayah, TOT: Achievement Motivation Module (Yogyakarta: Deepublish, 2015)
- Purwanto Edy, "The Trident Motivation Model, A New Synthesis of Achievement Motivation Theory," *Journal of Psychology*, Volume. 41, No. 2, (December 2014): 2, <https://journal.ugm.ac.id/jpsi/article/view/6951>
- R. R. Eko Indrajit and R. Djokopranoto, *Modern Higher Education Management* (Yogyakarta: Andi Offset, 2006), 27
- Rohiat, *School Management: Basic Theory and Practice* (Bandung: Refika Aditama, 2012)
- Rosadi, Kemas Imron, "Performance Management and Education Quality Assurance (Theory and Practice)," (Dissertation, Postgraduate UIN Sulthan Thaha Saifuddin Jambi, Jambi, 2020)
- Rusdi Ananda, *Professional educator and education staff. Indonesian Education Development Care Institute (LPPPI)* (Medan: Pustaka Pelajar, 2018)
- Satrio and Lias Hasibuan, "Curriculum Administration, Students, Educators and Education Personnel in Overview of Indonesian School Administration," *Journal of Islamic Educational Management*, Vol. 4, No. 2, (October 2021): 9, <http://ejournal.uin-suska.ac.id/index.php/IJEM/article/view/13057>.
- Sedarmayanti, *Human Resource Planning and Development* (Bandung: Refika Aditama, 2017)
- Suharsimi Arikunto and Lia Yuliana, *Education Management* (Sleman: Graha Cendekia, 2015)
- Syaiful Sagala, *Strategic Management in Improving the Quality of Education* (Bandung: Alfabeta, 2011)
- Understanding Management and Leadership Styles," Chartered Management Institute, accessed 04 January 2022, https://www.managers.org.uk/wp-content/uploads/2020/03/CHK-256-Understanding_Management_and_Leadership_Styles.pdf
- Usman Effendi, *Principles of Management* (Jakarta: Raja Grafindo Persada, 2014)
- Wanta, "Management Style and Organizational Style," *Journal of STIE YPN*, Vol. IV, No. 1, (January 2013): 6, <https://jurnaljam.ub.ac.id/index.php/jam/article/view/113>