The Leadership Role’s of The Head of Madrasah as Organizational Change Actors

Siti Nurhidayatul Hasanah
STAI Muhammadiyah Tulungagung
sitinurhidayatulhasanah@yahoo.com

ABSTRAK: So too with school, as institution that moving deep education service area will be brought up on changed daring sort. Schooled inability in anticipates and adapt by changing one happen, by degrees will get to evoke keterpurukan that school is alone, and is gone to be devoured by changing. In does changing an education institute really cling to kefektifan headmaster that have role as chief as organization to respond purubahan change who will happen. That statement is supported by Richard Daff’s opinion one of a great hand at management area bears out that leadership can push and backs up creativity to help fellow and that organization is more accepts and readily changed.

Key Words: Role, the Leadership of the Head of the Madrasah, the Organization actor’s changes

Introduction

The organization (In the context of principally educational institution) when faced with the changes that so fast, such as political changes, economic technological, social changes in business, and others. In the context of the organization (educational institution) continues to change, then can only occur knowledge today that can be used to solve the problem of the organization today will be obsolete or perhaps even can be a problem in the future. The changes are demanding that the management of the organization is done with the new ways so that the purpose of the organization is more effective in the environment continues to change.

Other challenges faced by the organization when this is the tendency of the working world that demanded that the work was carried out by using the knowledge capital (human capital). Once we
are talking about the organization, tasks, system, product, technological and consumer, now we often discuss the capability, competence, added value, performance management, process design and flow of information. This of course demanded that the organization (educational institution) managed by applying the increased knowledge and capability of the human resources.

The reality shows that the organization (educational institution) must be managed with the appropriate ways in accordance with the conditions and changes that occurred and the organization (rating of education) must continue to learn in the face of the changes.

According to Drucker (2001) that the most valuable asset on the organization of the twentieth century is the knowledge and employee 21 knowledgeable (knowladge workers). Prahald C.K and said Gery Hammel (1994) emphasized the importance of organizational change the present and the future. The famous expression while making is ; if you don't learn you don't change, If you dont change, you die.\(^1\)

Changes (transformation) in the organization can be interpreted as changes that lead to enhancements and renewal. Changes that do not lead to progress and maintain the attitude and that the old way of not efficient is not a change. By Burke and Schunt in Miftah Toha that target renewal changes and enhancements to the organization is covering the entire system is not only the people in just the organization. The change of the individual is a consequence of the changes to the system. Whereas the norm and a dimension of the culture of the organization changed, then the attitudes and behavior of the individual changed, because the new pattern system.\(^2\)

On the madrasah as an organization in general also faced with many challenges the changes very quickly and sometimes difficult presence is predicted that requires each institution to be able to have the ability to repress and adaptive to various possible as a consequence of the change. So is the madrasah, as institutions are engaged in the field of education services will be faced with many challenges changes. The inability madrasah in anticipate and adapt to changes that

---

\(^1\)Beti Nasution, Mengelola Perubahan Organisasi. Jurnal Analisis Administrasi dan Kebijakan, hal.6.

\(^2\)Miftah Thoha, Perilaku Organisasi; Konsep Dasar dan Apikasinya, (Bandung: Rajagrafindo Persada, 2010), hal 76.
happen, slowly wears can lead to unclog the madrasah itself, and low swallowed up by the changes.

In making changes to an educational institution is very depending on the effectiveness of the Head of the Madrasah who have a role as the leader of the organization to respond to the changes that will happen. The statement is supported by the opinion of Richard Daff one of the experts in the areas of management asserts that the leadership can encourage and support creativity to help followers and the organization to better accept and ready for change.³

Further then, research Bishop in his work Making Change Happen one person at a time: assessing change within your organization stated that the leadership at the top level to facilitate the ability to changes in the levels of support and develop the ability to change. Research Results illustrate that the stronger the leadership of someone in the action to change the organization will be more high level of achievement of the changes in the organization, rather becoming weaker and the leadership of the person in the influence and move others to make changes, then the lower level also achieving the changes.⁴

Related to the problem, very there is a need to examine the study to understand about the source of the changes made by the leadership of the head of the madrasas in managing education institutions. Therefore do not let excessive education management experts when Gooldad, Henderson and Perry, and McKibbin, Brookover and Lezotte, and Frymier e.a., recommends that madrasas that good is the schools are able to make the changes.

In this case the head of the Madrasah as leaders are key positions or the actors of these changes.

Changes: In the context of the Organization

The organization is a group of individuals. Although a strong basic theory about the formation of the organization, including madrasah, mentioned that the organization was formed because of the existence of a common goal on the individuals who become members in the organization also there is a difference between the interests of

---
the prominent idiographic in between the individual members and the interests of idigrophic differences with the interests of nomothetic organization.\(^5\) This is resulting in the issue of changes to the level of organizations to be far more complex than the problem of the changes on the individual level. "The management of change [in organizations] is a messy, untidy, and complex [management changes [in the organization is a chaotic, not neat and complex].\(^6\)

Against the complexity of its problem of changes in the organization, British management expert Roger gill nets along said that the success of the changes on an organization depending on the change management and leadership changes. "Good management of change is sine-qua-non".\(^7\) Gill nets along continue "while change must be well managed, it also requires effective leadership to be successfully introduced and sustained".\(^8\)

From the two statements gill nets along we can conclude that the leader of the good changes on an organization, including the Head of the Madrasah and principal of is not only the start and implement changes but also have to manage the changes with the best. I mean with 'managing' in this article is direct, limit and control the changes to achieve the desired objectives, rather than the changes that damage the foundations of the life of the organization that need to be conserved. Change Management, for example, must be able to keep the values of faith in God the Almighty on the students themselves and the values of civility students to teachers remain protected, not lost washed away by the swiftness of the current changes. Hosking reminded that changes can mean the threat (harassment), can also mean the opportunity (possibility).\(^9\)

Besides that, manage change also means a variety of efforts to change that done successfully reach the target. For these interests, half a century ago, Kurt Lewin suggested that in the organization of the

---


\(^7\)R.Gill, "Change Management or Change Leadership", (Journal of Change Management 3(4), 2003), hal. 308.

\(^8\)Ibid., hal.307.

“change is better introduced to groups than to individuals”. The reason for this is the individual tends to identify himself as a member of the group. The individual, therefore, tend to fear leaving the standards and values that are held by the group. If the standards and the value of the group has not changed, the individuals and the fear of change. So much the more a person must change leave standards and values that held the group, he was the more afraid to do so.

Through the warning Lewin want to suggest that the changes will be more easily done if approved by the group through a joint decree although the realization of the real changes are carried out by individual members. This can be concluded that the changes will be better done through the approval of followers not through forced to subordinators. The followers of making changes because they willed it not because compulsion. Join his not someone in the collective changes should be a personal decision so that the desired changes are relatively fixed sustainable.

Lewin continue suggesting that changes that have successfully should be conducted through the stages. There are three phases that Lewin introduce the unfreezing, moving, and range. Unfreezing stage is the stage where the leader changes mengintenkan not feeling satisfied his followers against the situation now. The unfreezing stage was successfully created by the leaders of the change is marked with the growth of the feelings of followers who “sufficiently dissatisfied with the present state of affairs”. This is why the various examples of cases the changes in the history of the famous started by groups that are not satisfied with the circumstances in which they experience.

The French Revolution, the revolution of the United States, the struggle for independence in South Africa and of course the struggle for independence Indonesia better when there are still physical struggle of provincialism or when already in the form of national political struggle after the era of Budi Utomo, until the last

---

11Ibid., hal. 209.
14Ibid., hal. 57.
wave of reform movement 1998 is part of an example. These changes are started from the feeling not satisfied with intense against the circumstances in which they experienced at other times.

When the feeling is not satisfied with the situation now is strong enough, the next phase of the moving (changes), can begin. The changes in this case is moved from the situation that does not satisfy toward the desired new situation. But the need to keep in mind that this process may not be as simple as outlined in the theory. "The implementation of change is difficult, time consuming and requires mind-set fills up, culture and value change". The cause of this can be suspected because some things, namely; First, because the changes regarding the individual members of the organization, of course organisatoris changes can never be separated from the problem of changes in the individual.

While the changes to the individual, as we discussed in the previous section dealing with the basic human tendency to live comfortably in the certainty and the pattern of life that is already known with good. Second, as just like the individual, organization has the habit, value system, culture and patterns of life that was held and, on certain level, has caused a sense of comfortable to followed. The changes at the organizational level become more difficult because usually the habit, value system, culture and patterns of life in the organization has formed widened and widened the conservative anti changes.

Reminded by Evans that the strength of the conservative anti changes not seen in other places more clearly than in what is called with the culture. Evans continue, changes to the culture of the organization is the "vastly more difficult ... [and] lengthy undertaking than most people imagine".

To overcome the difficulties that required willingness and a great deal of energy for change. The more not satisfied with the subject of the changes to the custom pattern of life, values and culture that lived, the greater willingness and energy for change. But we

---

17 Ibid., hal. 49.
cannot be too hope that members of the organization for example teachers or officers TU at school- on normal atmosphere, have enough taste is not satisfied with the situation now so to be able to give the energy that is big enough for them to make changes alone. If this happens, what is needed is the leaders of the change. This figure is expected to be able to "agitating for" feelings are not satisfied the followers. In addition, the leader changes needed "to provide direction, a degree of clarity and sense of progress".  

If the changes have been successfully implemented, the following process that needs to be done is the process of range, i.e. stop the process of change to make the results of the change as a new habit. The results of the changes "needs to be anchored in the company's culture". If the process is not stopped, that will happen is the change over time.

Changes over time will lead to the absence of a lifestyle stable enough to transferred to think pattern in the brain of man. Though, as we discussed earlier, mindset is essential for human life because the new man will find meaning after they find the pattern. While stop the process of change and penjangkaran new pattern on the culture of the organization, I think, change leaders need to appreciate the success of joint efforts to strengthen the feeling of success (sense of success/sense of progress).

In this case the leader changes do not tightfisted when to give praise to his followers; thanks they can give reinforcement in the form of Prizes or the feast. When the new culture already terjangkarkan with steady, next change cycle is ready to be started again. The process of new changes, restarted from springs or emanate the feeling is not satisfied with the situation that is being lived, continued with the changes to the new situation and return ended with penjangkaran changes results become customary or new culture: unfreezing, moving and freezing.

---

The Importance of Organizational Change Madrasah

To understand the importance of organizational change madrasah theoretically, author gather some definition and the concept of the scholars. Michel Beer (2000: 452) stated that the change is select the action that is different from the previous, differences that produce a change. If the elect result is the same with the previously means will strengthen the status quo.

Furthermore Winardi stated that the changes the organization (madrasah) is the act of transferring the things the organization from the conditions that apply now to the condition of the future according to the desired to improve their effectiveness.21

Remember that the importance of the changes in the environment that is fast moving it is time for the organization does not postpone the changes, the delay means that will bring the organization (madrasah) on the process of decline. But it needs to be remembered that not all the changes will lead to a better condition and needs to be pursued before the change is directed toward that better compared with the previous condition.

The opinions expressed by JO. Bryson an expert in the management of states that "presiding one or more elements in alibmary change it is called organizational change".22 The opinion of Bryson shows that one of the only elements in the organization (madrasah) which changed, already can be said as a change of the organization.

From several definitions of changes in the above can be drawn the understanding that changes the organization (Madrasah) is an act that was done to the elements in an organization to increase the effectiveness of the organization toward a better direction than previously. The change is part of human life and can also occur on the organization including school organization.

Each organization has a different change targets in accordance with the needs and the dominant factor that encourage the changes, so also the changes in the school including the planned changes caused by the encouragement one environmental factor (society).

21Winardi, Manajemen Perubahan, (Management of Change), cetakan pertama, (Jakarta: Kencana, 2005), hal. 2.
22JO.Bryson, Effective Library and Information Centre Management, (England: Gower, 1990), hal. 374.
In operational, to implement changes in the organization of the school as a product of education, needed a reliable leader figure. The figure of this leader to Atmodiwirio is education leaders who are able to give birth to various education concept that can be contrasting and adapted with social change, economic and technology, so that they are ready to face as a result of the changes in the era of globalization. The latest era is always deliver the changes that cause think pattern and the pattern of the community living today, changes conform. In the world of education, the changes must be faced through specific new strategies that should be taken by the leadership of education.23

The leadership needed to bring constructive changes in the teaching programs in accordance with the values and purpose of the decision makers. End of the spear education is the learning. The school building can be simple, likewise office facilities, transportation, bench table and etc. But learning should be given greater attention than other aspects. The quality of education will be at stake through the learning process. While the quality of the learning process involves sometimes good professionalism of teachers, the awareness of the students to learn with diligent, media education/teaching and learning environment, although there are various mysteries learn.

The Role of The Leadership of The Head of The Madrasas in Changes

In the last decade, the leadership of the school is more popular with the leadership of the changes. Richard L. Daff proposed the concept of kepepemimpinan in one definition only namely "leadership is an influence of the relationship between leaders and followers which means that the changes and real results that reflect the common purpose" from the definition is covered by the seven elements that are essential in leadership, (1) leader, (2) Influence, (3) followers, (4) Intention, (5) shared purpose, (6) changes, (7) Personal Responsibility. The influence is mutual relationship is not one way between leaders with followers with the meaning and hope change occurs which means as a result of a common goal.24

---

23SoebagioAtmodiwirio, Manajemen Pendidikan Indonesia, (Jakarta : PT. Ardadizya Jaya, 2000), hal. 32.
From the view of Daff above can be understood that the influence is not associated with the elements of the power and force that made the leader of the subordinate. Leaders of the influence of the subordinate and subordinate also can be weighed down the leader, even according to the Daff followers of the good is not "yes people" sometimes suite of effective leaders with followers who effectively, only berbedadalam play a role. Then the elements of the personal responsibility and integrity indicates that there is a responsibility between the leader and those who are in the same organization must have full responsibility to achieve the goal.

While the elements of changes is the result of the leader and pengikutyang become the future hope and they were created, bukanmemelihara changes the status quo. Or in other words the change is a picture of shared purpose. If borne seven elements of leadership that put forward by Daff, contained the meaning of important that between the leaders and followers of there is no real difference in an influence and responsibility to achieve the changes. That is the role of different between the leader and followers.

From several definitions and konsepke conduct above seen that leadership on this means that is the activity activity affect and move/other people to work toward a common goal cage samadalam, what is the purpose of it in the form of changes in the organization and so on.

In relation to this, Burt Nanus find a specific model that is used to understand the role of the leaders of the non profit organization that is manifested in the activities, namely: 1) Inside the organization, the role of the leadership (the head of the Madrasah) interact with staff and voluntary workers to give inspiration, encourage, pan and empower its members. 2) outside organization, the role of the leadership (the head of the Madrasah) seeking help, support from the donors, potential partners with the leadership of the others (between other institutions that can support the school) outside the organization (Madrasah). 3) present operation, leader (Head of Madrasah) to focus on the quality and services on the structure of the organization (Madrasah), the system information and other aspects. 4) on future possibilities, the leader (the organization of
the schools) anticipate trends and develop the future direction of the organization.25

As agents of change, leader is the individual who is responsible to change the system and the behavior of the members of the organization. In the implementation of the leader can be using the four-step model Lewin. Kurt Lewin and Schein they argue that the change is successful in the organization should follow four steps, (1) desire of change, before the change occurs every individual must feel a need, can be flaws and dissatisfaction during this and the existence of a desire to improve, (2) disbursement (unfreezing), which covers the impetus, persuade through approaches to reduce the threat of threats and penolakkan so that each individual is ready for change, (3) changing which includes the gift of the changes in each individual through new learning on their attitude, in this case the workers were given new information, model new behaviors and a new way of looking at the things that workers learn conjoint with new attitude. and (4) strengthen (refreezing) new changes to create a permanent so.

In addition Peter Heron, Ronald R states that to assess the leadership of the organization, Academic Library leaders act as (1) the strategy vision and goal for the library organization, (2) who contribute on campus, (3) initiative and creative, (4) build its members, maintain moral and inspiring.26

The definition of leadership presented both Burt and Peter Heron, is basically the same, all points that background are Burt also found in the points submitted by Peter. A leader who could analyze the use of technology is a very important element(urgent) in the leadership of change and must be considered, especially for the leadership of the university library which leads to the changes in the field of information technology. How can a leader of the library is not able to play or does not dominate the information technology. Refer to the concept of the leadership of the above mentioned with leadership is the activity of/activities superiors in influence and move others to achieve the goal of the organization with these aspects, (1)

---

25Burt Nanus, and Stephen M. Dobbs, Leaders Make Different Strategies for Meeting the Non Profit Challenge, (San Francisco: Jossey bass, 1999), hal. 18.
26Peter Heron, Ronald R. Powell and Arthur P. Young, The Library leadership: attributes of academic and Public Director, (London: Libraries Unlimited, 2003), hal. 131.
guidance that provides, develop and spread the vision (visioner), (2) as effective communicators, (3) become change agent, (4) as a trainer (coach) and (5) can analyze information technology utilization.

The concept of leadership in conjunction with indicators above, collected from the theory of teoti considered is considered suitable to bring the organization in the change, due to a change in the leader must be a visionary partnership, and can act as a change agent, can communicate good changes to the outside and into the organization, he should master of information technology so that it will be able to act as trainers from his subordinates. The leadership of the changes will be successful when it is powerful and able to perform its role as mentioned above, in addition some of the theory states that the leadership through counted directly affects against organizational change this very support to carry out the leadership role.

Conclusion

From the explanation above is associated with the context can be deduced that human beings need changed to continue his life; but on the other man also takes the established in certain degree to be able to live and enjoy his life. Therefore, man either alone as individuals and collectively in the organization need to make changes as well as creating the patterns of life that make it easier for they travel freely. How do the changes in accordance with the two living needs contrary is making changes to the old pattern that is no longer appropriate or not acceptable to go to the desired new pattern.

After the new pattern found, need to fortifying the pattern the new pattern to adopt. New cycle changes can be started after the new pattern became steadily (well established). Required changes to give way leaders and encouragement to change occurs and the strengthening of the process of the changes. Also required to set up and change management control changes so as not to hit the joints of life that must be maintained.

References


