

TEACHER PERFORMANCE PLANNING IN DETERMINING THE DIRECTION OF ORGANIZATIONAL WORK ORIENTATION AT MTS AL-WASHLIYAH PANTAI LABU

Makmur Syukri ¹, Syafaruddin ², Novita Sari ³

¹ UIN Sumatera Utara, Indonesia

² UIN Sumatera Utara, Indonesia

³ STAIJM Tanjung Pura Langkat, Indonesia

E-Mail: makmursyukri@uinsu.ac.id¹, syafaruddin@uinsu.ac.id², novitasarinovi9988@gmail.com³

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Abstract :

This study discusses the planning of teacher performance in determining the direction of organizational work orientation at MTS Al-Washliyah beach pumpkin what activities must be carried out to achieve organizational goals; the research method uses a qualitative descriptive approach, the results of this study are based on the results of research observed from a conclusion regarding the planning and implementation of performance in determining the direction in the organization at MTS Al-Washliyah Pantai Labu, namely by implementing the Teacher's performance plan will provide a successful orientation at MTS Al-Washliyah Pantai Labu. In organizational performance planning, performance planning aims to provide information about what must be carried out on each individual in the corporate environment. The result is that performance planning is the process of compiling a plan as the implementation or elaboration of the program that has been determined in a strategic plan.

Keywords : *Performance Planning, Direction Determination, Organizational Work*

Abstrak :

Penelitian ini membahas tentang Perencanaan kinerja guru dalam menentukan arah orientasi kerja organisasi di MTS Al-Washliyah pantai labu, Kegiatan apa saja yang harus dilakukan untuk mencapai tujuan organisasi, Metode penelitian menggunakan penelitian kualitatif pendekatan deskriptif, hasil penelitian ini yaitu berdasarkan hasil penelitian yang dicermati dari sebuah kesimpulan mengenai perencanaan dan pelaksanaan kinerja dalam menentukan arah dalam organisasi di MTS Al-Washliyah Pantai Labu yaitu dengan menerapkan rencana kinerja Guru akan benar-benar memberikan orientasi yang berhasil di MTS Al-Washliyah Pantai Labu. Dalam organisasi perencanaan kinerja atau *performance planning* bertujuan untuk memberikan sebuah informasi tentang apa yang harus dilaksanakan pada setiap individu yang ada dilingkungan organisasi tersebut. Adapun hasilnya bahwa perencanaan kinerja adalah proses menyusun sebuah rencana sebagai pelaksanaan atau penjabaran dari program yang telah ditetapkan dalam sebuah rencana yang strategic.

Kata Kunci: *Perencanaan Kinerja, Penentuan Arah, Kerja Organisasi*

INTRODUCTION

Every activity that will be carried out for an organization will always require what is called planning, before an activity will be started or implemented. Planning is very necessary in the form of organization, because planning is the initial process of management to take a decision. With management processes and functions, it can only carry out the decisions set out in a plan. Planning is an important step of an activity or performance, especially in an activity that should rely on rational and systematic procedures. The term performance is an abbreviation of the Kinetics of Work Energy which in English is called performance. According to (Gelfer, 'O' Hara, Krasch, & Nguyen, 2015), the notion of performance is the result of a certain work process in a planned manner at the time and place of the employee and the organization concerned.

Higher performance implies the occurrence of a higher quality improvement from the completion of a series of tasks assigned to an employee in an organization, of course, cannot be separated from the performance planning. (Al-Shareef & Al-Qarni, 2016) Performance planning is the starting point of a performance management cycle. The basis for carrying out performance planning is organizational strategic planning which establishes the main goals of an organization. The strategic plan determines what the organization must do to achieve these goals. The objectives and strategic plans are further elaborated at the level of the work units below.

The performance plan designs what activities must be carried out to achieve the organization's goals. To carry out these activities How to provide the necessary resources and when to do so that the objectives can be achieved as expected. (Aina, 2020) Therefore, before carrying out performance planning, it must first be determined what are the goals and objectives of the organization at various levels.

Perhaps one of the most important concepts of performance management is performance planning which is that this concept is a continuous process that reflects normal management activities in determining a direction, so that it can monitor and measure performance. Performance Planning (Performance Planning) in an effective organization, the work is planned from the beginning. (Labane, 2009) Planning means setting performance expectations and goals for groups and individuals to channel their efforts towards achieving organizational goals. (O.I Handarini & S.S Wulandari, 2020) Getting human resources involved in the planning process will help them understand the organization's goals, what needs to be done, why it needs to be done, and how well it needs to be done.

In organizational performance planning or performance planning aims to provide information about what must be carried out on each individual in the organizational environment. It can be understood that performance planning is the process of compiling a plan as the implementation or elaboration of the program that has been determined in a strategic plan. Performance planning needs to be carried out in line with the policy formulation agenda in Government Regulation of the Republic of Indonesia Number 30 of 2019, Chapter III on Performance Planning. Goals and objectives

at the organizational level will have a broader scope than at the business level. Meetings and divisions, but among them there is a common thread that connects them. For this reason, the strategic plan, as well as the strategic planning process must be carefully planned so that the performance planning objectives can be achieved.

MTs Al-Washliyah Pantai Labu is a Madrasa located in the Deli Serdang district on Jl. Big No. 51 Labu Pekan Beach is to create an Islamic society as the embodiment of *Amar ma'ruf nahi munkar*. Based on this vision, Madrasah hopes that the students of MTs Al-Washliyah Pnatai Labu will not only have intellectual intelligence, but will be able to become intelligent humans who have good morals, and care about the environment, both the social environment and nature.

From the description of the background above, the background for researchers to discuss this problem is to see and find out how the planning of teacher performance in determining the orientation of organizational work results at MTs Al-Washliyah Pantai Labu Pekan.

RESEARCH METHOD

The type of research used in this research is field research, while the research approach used is a qualitative approach. According to (Sugiyono, 2009), "Qualitative research is a procedure that produces descriptive data in the form of written or spoken words from people and observable behavior".

Thus, it can be concluded that qualitative research is a research that produces an image in the form of words or writing. (Syahputra, Daryanto, & Rangkuti, 2018) Field research with a qualitative approach is the right thing in this study because the authors try to explore how to evaluate post-K13 curriculum policies at MTS Al-Washliyah Pantai Labu

Sources of data in this study, among others, primary data sources, namely people who were interviewed, among others, principals, representatives of the curriculum and teachers. Furthermore, secondary data sources.

Data collection methods in this study were observation, interviews, and documentation. The three methods can be described in detail as follows.

1. Observation

Observation is an observation of the phenomenon under study by going directly to the field by seeing and observing the subject under study. Observation also sees the activity of focusing on an object by using all the senses. Thus it can be concluded that observation is an observation in research.

The things that were observed in this study were related to activities in the learning process in the field of study, such as learning equipment, including lesson plans, syllabus, Prosem, and so on, in addition to the methods or techniques of presenting the material. The instrument used is an observation guide.

2. Interview

Interviews are a method used through direct meetings between

researchers and research subjects, by asking several questions about the benefits of evaluating post-K13 curriculum policies with sources of information for madrasah principals and teachers.

3. Documentation

According to Suharsimi Arikunto, "Documentation is the collection of data through the study of documentation relevant to the discussion." The documentation referred to in this study is about performance planning

FINDINGS AND DISCUSSION

The preparation of this madrasa strategy plan, according to the explanation of the head of the madrasa, Mr. Samsul Bahri, S.Pd.I, that:

"In the preparation of planning at our madrasa, the first thing to do is to form a team, where the team will schedule which methods or strategies will be planned, then the plans from the past or last year's plans that were implemented and were not implemented will be re-implemented in the coming year. Planning arrangements are usually made before the new school year begins, at least in May-June. This arrangement involves teachers and stakeholders or involvement in the management of the madrasa. All teachers, both vice chairman and other staff, need cooperation. To create a comfortable collaboration, we usually gather in a place like the teacher's room, even occasionally we go to a cafe in the pre-pandemic period, but at this time we rarely gather together outside. To improve the quality of teacher performance, there are several efforts that I have made as the leader of this madrasa, one of my methods is if teachers who perform well will be given a reward and high motivation so that the teacher can maintain it so that other teachers are motivated to compete. competition to be an exemplary teacher.(Mukhlisin, 2017) According to my belief, if I do this continuously, many teachers will be motivated so that of course it will make the quality of our madrasah more qualified, not only is that my way of planning quality performance for teachers, but also by communicating actively, so that teachers also understand I am in managing the madrasa according to our target in preparing the plan".

The same statement explained by the deputy head of the Madrasah Al-Washliyah Pantai Labu Pekan

"There are many things that need to be discussed in advancing our madrasah, one example of our madrasah is that there are so many rivals that our madrasa position is close to a state school, so that with the existence of a state school we are really fighting for this madrasa so that the interest of students and parents remains to maintain their children to be directed to madrasahs, well, to maintain them, it is necessary to have an interesting strategy in planning our madrasahs in order to advance superior madrasahs. One of our strategies is to create a curriculum program for extracurricular activities, so that the madrasa has special characteristics. In planning all teacher performance programs, it is necessary to have small or large meetings or meetings in our program agenda, and this cannot be separated from active communication from the madrasa principal.

The success of a madrasa is largely determined by the head of the

madrassa, why is that, because the head of the madrassa is a leader who can provide accountability to his subordinates so that it can affect teacher performance in improving the quality of madrassas. To advance superior madrassah, it is necessary to have careful planning and efficient strategies. Strategy is a comprehensive approach so that it relates to the existence of ideas, planning and implementation in an activity at a certain time.

The planning process is as described According to(Ampofo, Onyango, & Ogola, 2019). The performance strategic planning process generally follows the following 10 steps, although they are not always carried out in perfect order. However, there are also opinions of other experts and practitioners which may not follow the same order. Grenberg Baron describes the strategic performance planning process in the following order

Defining performance goals. The strategic plan should begin by stating the goals an organization wants to achieve. Objectives can involve the company's market, for example, efforts to gain a certain position in the product market. Or goals with regard to the desire to achieve a certain financial position, for example to achieve a certain level of profit.(Stacey, Talbot, Buchanan, & Mayer, 2020) Organizational goals can also be related to society, for example in the form of providing benefits to certain groups or environments or in relation to organizational culture, for example making the workplace atmosphere more pleasant.

Furthermore, the company's overall goals must be translated into more specific goals that must be achieved by the various organizational units under it.(Hamalik, 2013) The overall goals achieved by each organizational unit reflect the achievement of organizational goals.

Define the scope of products and or services. In order for the strategic performance plan to be effective, management must clearly define the scope of the organization, i.e. the businesses it already operates and the new businesses it intends to participate in. If the scope is defined narrowly, the company will miss opportunities.(Dabbagh, 2007) However, if it is too broad, it will weaken its effectiveness. The problem of defining the scope of a product or service involves answering the question of what business the company is in now and what business it will be in. Expanding the business scope is the key to the success of the company's strategic plan.

Value of internal resources. Internal resources owned by the company can be in the form of funds needed to purchase goods or services needed by the company. The father in the physical form can be in the form of buildings or equipment needed in the production process.(Mulyasa, 2005) Technological resources can show the advantages that the company has. Human resources are workers who have the knowledge and skills

Assessing the external environment. The organization works in an environment that affects its capacity to work and grow as desired. Environmental influences can be positive or negative.

The environment will help or hinder the growth of the company or the existence of the company depending on several factors, namely as follows: 1. Are the resources owned are not easily imitated by others? 2. What forces do

you have that won't shrink any time immediately, and when do you expect them to occur? 3. Don't competitors have better resources?

Analyze internal settings. Internal arrangements involve identifying whether workers are paid in a way that motivates them to pursue company goals. Organizational culture encourages people to be innovative and make change? Do people in the organization communicate clearly with each other and cooperate with each other to accomplish its goals? Do people in the organization get fair treatment. Well-known arrangements must be able to motivate workers to improve performance, on the contrary, arrangements that are less supportive should be reduced or eliminated.(Suparno, 2004)

Competitive strategy. Competitive strategy is a tool or means by which an organization achieves its goals. Based on a careful assessment of the company's standing against available resources and competitive advantage, decisions are made about how to achieve the objectives.(Sanjaya, 2008b) The strategy applied must always be adapted to the development of the environment. Strategies that can be used include strategies to increase market share, profit strategies, market concentration strategies, turnaround strategies and exit strategies.

Communicating performance strategy with stakeholders. Holder is used to describe individuals over groups who have an interest in the running of the organization. In other words, they are individuals who have special demands on the company.(Sanjaya, 2008a) The most important folders include employees at all levels, the board of directors and shareholders. It is very important to clearly communicate the company's strategy to stakeholders so that they can contribute to its success.

Implementing performance strategy. Once a strategy has been formulated and communicated, it is ready to be implemented. When that happens, there seems to be some upheaval for people to adapt to the new way of doing things. People tend to be reluctant to make changes in the way they work. Steps can be taken to ensure that the people responsible for making the changes will embrace them rather than resist them.

Evaluate the benefits. Finally after the strategy is implemented it is very important to consider whether the objectives have been achieved. If so, a new goal must be seen.(Zaini, 2019) Otherwise different goals are defined or different strategies should be followed to achieve success next time.

CONCLUSION

From the discussion above, it can be concluded that the planning of teacher performance strategies to determine organizational orientation at MTs Al-Washliyah Pantai Labu Pekan

"In the preparation of planning at our madrasa, the first thing to do is to form a team, where the team will schedule which methods or strategies will be planned, then the plans from the past or last year's plans that were implemented and were not implemented will be re-implemented in the coming year. In order to realize a comfortable cooperation, we usually get together to talk like a meeting. Then in improving the quality of teacher performance, there

are several efforts that I do, one of my ways is if teachers who perform well will be given a reward and high motivation so that the teacher can maintain it so that other teachers are motivated to compete to become exemplary teachers. In realizing effective planning, active communication is needed

Planning is the first step in the function or process performance. In an organization, there is a need for performance planning so that situations and decisions can be achieved in a directed manner. As for what is meant by performance planning is the most important part to maximize performance analyzing performance so that it can overcome obstacles and improve the quality of work.

Performance planning designs what activities must be carried out to achieve organizational goals. To carry out these activities How to provide the necessary resources and when to do so that the objectives and can be achieved as expected. Performance planning is the most important part of Performance Management. Planning looks to the future to maximize future performance rather than analyzing past performance.

To create the right performance development targets, it is necessary to consider the priorities and workloads of the Department and specific jobs. After discussing the performance plan with workers it is necessary to discuss this development plan. Planning must be in place to express expectations and prevent surprises. Worker should never be surprised by the assessment at the end of the measurement period. Involving workers in performance planning early in the performance cycle and maintaining dialogue will ensure that workers will be tied to manager expectations.

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