

THE INFLUENCE OF ALTRUISTIC LEADERSHIP AND ACHIEVEMENT MOTIVATION ON THE PERFORMANCE OF MADRASAH SUPERVISORS IN NORTH ACEH DISTRICT

Muslem Ilyas, Muhammad Anggung Manumanoso Prasetyo,
State Islamic University of Maulana Malik Ibrahim Malang

 anandaismady120820@gmail.com

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ABSTRACT

The 2015-2021 Teacher Professional Test shows that 81% of teachers still need to achieve the minimum score. Improving the quality of supervision through altruistic leadership, motivation, professionalism and work culture is essential to improving the quality of education in Indonesia. This study investigates whether there is a relationship between altruistic leadership and achievement motivation on the performance of supervisors of Madrasah Ibtidayah in North Aceh district. This study used a mixed-method sequential explanatory approach with a Path Analysis research model with an associative research type. Data were collected through questionnaires from 150 respondents in 14 A accredited Madrasah Ibtidayah. This study found that 1) altruistic leadership on supervisor performance (original sample) is 0.630 which means there is a positive influence between the two variables. Then, the resulting t-count value is 7.185, which means that the result is said to be significant because the t-count value is greater than the t-table ($7.185 > 1.96$), or it can be said that the hypothesis is accepted. 2) the effect of achievement motivation variables on supervisor performance (original sample) is 2.224, which means that there is a positive influence between the two variables. Then, the resulting t-count value is 2.511, which means that these results are said to be significant because the t-count value is greater than the t-table ($2.511 > 1.96$), or it can be said that the hypothesis is accepted. This study concludes that there is a significant relationship between altruistic leadership and improving supervisor performance, and achievement motivation has a positive influence. There is a significant relationship between improving the performance of supervisors in North Aceh District.

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INTRODUCTION

Teacher performance strongly influences learning effectiveness. Conversely, problematic teacher performance has a simultaneous impact on school quality. Survey results reveal that according to the 2015-2021 teacher professionalism test results, around 81% of teachers in Indonesia still need to reach the minimum score. In addition, the results of the national exam 2022 show that the average score of teachers in Indonesia is 54.6, far below the minimum standard of 55. (Makarim, 2022)

Data from the Ministry of Religious Affairs (Kemenag) of North Aceh District through the Head of Madrasah Education (Penmad) shows that teacher performance is low based on UKG data. Regarding teacher quality in Aceh Province, the Teacher Professionalism Test score measures teacher achievement against Professionalism standards consisting of professional, educational, social, and personality professionalism showing that this achievement is on average less than 60 out of 100 maximum scores. (Wahyuni, 2022).

One of the factors leading to low teacher performance is the need for more monitoring and evaluation of teacher performance, which still needs to be objective, honest, and straightforward. (Effendi, 2023). Educational supervision is an essential component of the education management system. (Rahmah, 2018)The supervisory function focuses on teacher performance. Supervisory activities are expected to enable careful education planning, proper activity implementation, and achievement of educational goals. (Muawanah, 2019; Rahmat, 2023).

Good supervisor performance will result in quality and quality educator performance. (Mubarok et al., 2023). The importance of quality and effective supervisory performance in order to create effective results on educator performance (Argaeni et al., 2023)The process of assessing all activities related to the madrasah supervisor's main or primary duties is known as performance evaluation. This assessment is made as an indicator of career development, rank, and position of madrasah supervisors. From the explanation above, we can take empirical data about the recapitulation of the number of madrasah supervisors in the North Aceh district compared to the number of schools under supervision.

The facts show that the number of madrasahs in North Aceh District is 164, which eight supervisors must supervise. Because of this, a fundamental problem was found during the initial observation: as many as eight madrasah supervisors supervised 164 madrasahs. However, based on initial observations made by researchers at the Ministry of Religious Affairs of North Aceh, it was found that there are eight madrasah supervisors in North Aceh Regency and have active status based on the decree and functional duties from the Ministry of Religious Affairs, but basically, there are 11 supervisors according to the existing decree, 2 of whom died within this year and one other person retired in December 2023 (Hafnidar, 2023; Kemenag, 2023)It is suspected that the performance of madrasah supervisors in North Aceh District could be more effective and efficient, considering the number of madrasahs supervised and many madrasah heads, deputy heads, and teachers.

Supervisor performance is a series of tasks related to achieving educational goals and making a real contribution. (Badrianto & Patricia, 2022). The performance of education unit supervisors, especially in Islamic education institutions, shows good performance. (Ombong Sapada et al., 2023). This performance affects the professional performance of teachers and the quality of madrasah education. (Phillips & Johnson, 2022).

Altruistic leadership is the idea that a leader prioritizes the interests of his subordinates over their interests, with a solid commitment to help and encourage subordinates without

expecting compensation to achieve the goals of the institution he leads. (Abdillah, 2021)(Buil et al., 2023)(Ngoc et al., 2023)(Gusman, 2014; Ngoc et al., 2023; Salifu & Salifu, 2024; Weiss & Molinaro, 2010).

Achievement motivation is the internal motivation that drives a person to achieve goals and succeed in various aspects of life, such as education, work, sports, and others. (Prihartanta, 2015). Those who are motivated to achieve tend to have a strong desire to try hard, overcome difficulties, and achieve high levels of performance (Skinner, 2014). To perform, you must have clear goals, healthy competitiveness, pride in your achievements, resilience to failure, perseverance, and discipline.(Ye et al., 2022).

This research framework combines theories that explain the influence of altruistic leadership and achievement motivation on the performance of madrasah supervisors.

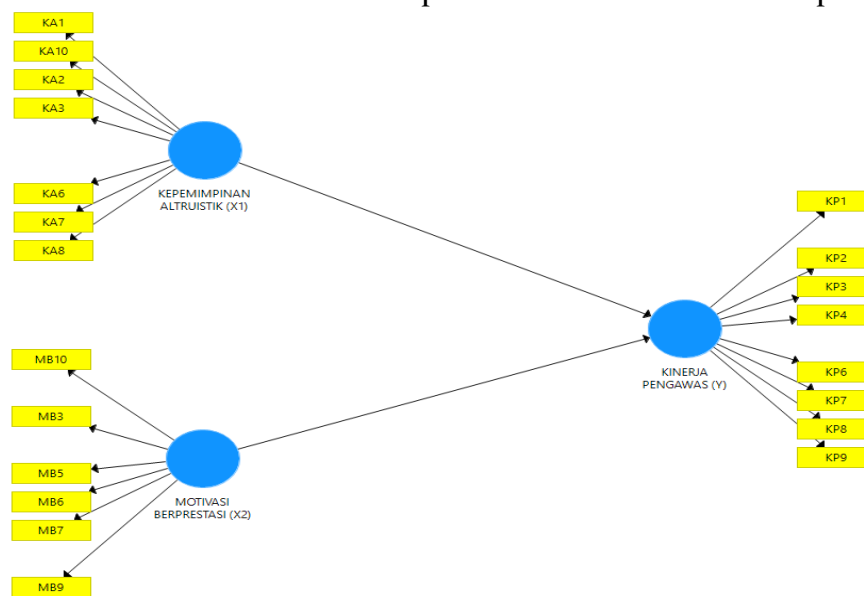


Figure 1.1 Framework for Thinking

Sugiyono: A hypothesis is a belief that is made to explain a phenomenon and is often reinforced. In statistics, a hypothesis is referred to as a statistical hypothesis. The author can formulate this research hypothesis based on the theories presented in the problem formulation and literature review. (Sugiyono, 2015). The hypothesis of this study is as follows:

Does variable X_1 (Altruistic Leadership) affect the supervisor performance variable (Y) of 14 A accredited Madrasahs Ibtidayah in North Aceh District?

Variable X_2 (Achievement motivation) affects the supervisor performance variable (Y) 14 A accredited Madrasahs Ibtidayah in North Aceh District?

RESEARCH METHODS

This research uses a mixed method sequential explanatory design with a Path Analysis research model, focusing on the type of associative research.(Miles et al., 2014) The research began with quantitative methods using SEM-PLS and then continued with qualitative methods.(Ghazali & Latan, 2015b) Questionnaire data was collected online and analyzed using the Path Analysis model.(Siswoyo Haryono, 2017) This study involved 468 respondents consisting of madrasah heads, deputy madrasah heads, and teachers (PNS, PPPK, and honorer) from 14 A-accredited State Madrasah Ibtidaiyah in North Aceh District. Through this approach, the research seeks to uncover in-depth associative relationships between the

variables under study to produce more comprehensive and meaningful findings. (Creswell & Clark, 2018)

This study used a purposive sampling technique with the Slovin formula, resulting in a sample of 83 people. (Christensen et al., 2015). However, the authors settled on 150 respondents to increase the reliability of the research results. Data were collected through questionnaires reflecting the research variables: the exogenous variables (altruistic leadership and achievement motivation) and the endogenous variable (supervisor performance). The questionnaire used a 5-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree). (Sugiono, 2015) The data were analyzed using Path Analysis with smartPLS software. This approach aims to obtain more accurate and in-depth results regarding the relationship between the variables studied. (Ghazali & Latan, 2015b; Siswoyo Haryono, 2017)

RESULTS AND DISCUSSION OF FINDINGS

The results of the study are shown through the results of outer loading and inner loading based on smartPLS data drawn from the first stage model then carried out the data through (PLS_Algorithm), and the resulting model output is as follows:

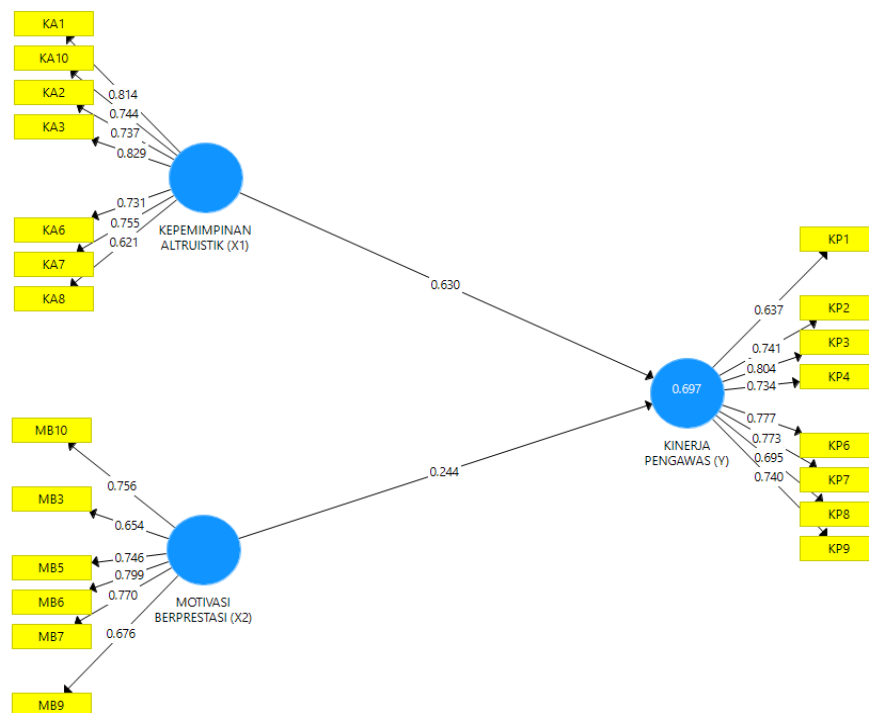


Figure 1.2 Model Stage 2 PLS_Algorithm Results

Figure 2.1 PLS_Algorithm shows the value of outer loading (validation and reliability), and inner loading (hypothesis testing) will be explained further. In testing the outer model or, known as the instrument test (data validity) in the second stage/figure 1.2, the loading factor value (If) is obtained in the Outer Loading output as follows:

1. Outer Model

a. Validasi

Validity testing using the loading factor in the *SmartPLS* calculation shows that all question items meet the recommended value, so the variable indicators in this study are valid. Table 1.2 displays the loading factor value from the *Smart-PLS* results. Convergent validity is

measured through the loading factor value, with values > 0.70 highly recommended, while values > 0.50 - 0.60 are considered sufficient. (Ghozali, 2021).

Table 1.2 Second Iteration Loading Factor (Outer Loadings).

| Code | Supervisor Performance (Y) | Altruistic Leadership (X ₁) | Achievement Motivation (X ₂) | Description |
|------------------|----------------------------|---|--|-------------|
| KA ₁ | | 0,803 | | Valid |
| KA ₁₀ | | 0,768 | | Valid |
| KA ₂ | | 0,735 | | Valid |
| KA ₃ | | 0,840 | | Valid |
| KA ₆ | | 0,737 | | Valid |
| KA ₇ | | 0,758 | | Valid |
| KP ₂ | 0,751 | | | Valid |
| KP ₃ | 0,834 | | | Valid |
| KP ₄ | 0,725 | | | Valid |
| KP ₆ | 0,795 | | | Valid |
| KP ₇ | 0,770 | | | Valid |
| KP ₉ | 0,755 | | | Valid |
| MB ₁₀ | | | 0,753 | Valid |
| MB ₅ | | | 0,785 | Valid |
| MB ₆ | | | 0,850 | Valid |
| MB ₇ | | | 0,814 | Valid |

Source: Research Results, 2024 (SmartPLS Processing).

Table 1.1 above, or the Outer Loadings Output, has not found a value below <0.7, so at this stage, the model is said to be good (Fit Model).

b. Reliability Test

A data reliability test (reliability test) is carried out to measure the consistency and stability of the instrument's score (measurement scale) in measuring certain concepts. It helps the goodness value of a measurement instrument. The data quality test is carried out by looking at the composite reliability value generated by the PLS calculation of the existing variables, namely, Supervisor Performance (Sp), Altruistic Leadership (Al), and Achievement Motivation (Am). To determine composite reliability, if the composite reliability value $pc > 0.8$, it can be said that the construct has high reliability or reliability $pc > 0.6$ is said to be reasonably reliable, and Average Variance Extracted (AVE) > 0.50 (Ghazali & Latan, 2015a; Ghozali, 2021; Siswoyo Haryono, 2017). The results of reliability testing for all variables studied are presented in Table 1.3 as follows:

Table 1.3 Reliability Test

| Variables | Cronbach's Alpha | rho_A | Reliability Komposit | Average Variance Extracted (AVE) | Conclusion |
|---|------------------|-------|----------------------|----------------------------------|------------|
| Supervisor Performance (Y) | 0,864 | 0,866 | 0,898 | 0,596 | Reliable |
| Altruistic Leadership (X ₁) | 0,866 | 0,868 | 0,900 | 0,600 | Reliable |

| | | | | | |
|--|-------|-------|-------|-------|----------|
| Achievement Motivation (X ₂) | 0,814 | 0,821 | 0,877 | 0,642 | Reliable |
|--|-------|-------|-------|-------|----------|

Source: Research Results, 2024 (SmartPLS Processing).

The reliability test results show that all research variables fit the requirements as a measure with Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE) values. Composite Reliability for each construct is very good (above 0.80), Cronbach Alpha is above 0.70, and AVE above 0.50 indicates good validity. Researchers use a convergent validity (AVE) measure, which reflects that the greater the variance of the manifest variable, the greater its representation of the latent construct.

1. Inner Model

Inner model testing is carried out to assess the relationship between variables, significance values, and R-square. Structural model evaluation uses R-square for endogenous variables, with Ghazali's criteria: 0.67 (substantial), 0.33 (medium), and 0.19 (weak). Adjusted R-square, which corrects the R-square value based on the standard error, provides a more accurate picture of the ability of exogenous constructs to explain endogenous constructs. (Ghazali & Latan, 2015a).

Table 1.4 R-square

| | R Square | Adjusted Square | R | Criteria |
|----------------------------|----------|-----------------|---|-------------|
| Supervisor Performance (Y) | 0,697 | 0,693 | | Substantial |

Source: Research results, 2024 (SmartPLS processing).

Table 1.4 shows the R-square value of the Supervisory Performance variable (Kp) of 0.697, meaning that the variability of Supervisory Performance (Kp) can be explained by Altruistic Leadership and achievement motivation, amounting to 69.7%, the remaining 30.3% is explained by other constructs outside those studied in this study and is included in the substantial category (Strong). The higher the R-Square value, the greater the ability of the exogenous variables to explain the endogenous variables, so the better the structural equation. To see the effect size of each construct's direct and indirect effects, the structural model is evaluated using the F-square. Chin in Ghazali and Lathan provides criteria for the F-Square value of 0.02, 0.15, and 0.35, which can be interpreted as whether the latent variable predictor has a weak, medium, or large influence at the structural level taken from the PLS-Algorithm calculate results as follows. (Ghozali, 2021; Siswoyo Haryono, 2017):

Table 1.5 F-Square.

| | F-square | Criteria |
|--|----------|----------|
| Altruistic Leadership (X ₁) -> Supervisor Performance (Y) | 0,509 | Besar |
| Achievement Motivation (X ₂) -> Supervisor Performance (Y) | 0,076 | Lemah |

Source: Research Results, 2024 (SmartPLS Processing).

a. Hypothesis Test

Hypothesis testing uses the value of structural model analysis. The significance level of the path coefficient assesses the direct effect between variables, while Specific Indirect Effects assesses the indirect effect through the t-value and standardized path coefficient. The hypothesis is accepted if the t-count (factor loadings) ≥ 1.96 . The following is the Path Coefficient table to see the significance level obtained after running data or calculating the PLS Algorithm.

Table 1.6 Path Coefficient.

| Direct Connection | Original Sample (O) | Sample Average (M) | Standard Deviation (STDEV) | T Statistik (O/STDEV) | P Values |
|--|---------------------|--------------------|----------------------------|---------------------------|----------|
| Altruistic Leadership (X ₁) -> Supervisor Performance (Y) | 0,630 | 0,645 | 0,088 | 7.185 | 0,000 |
| Achievement Motivation (X ₂) -> Supervisor Performance (Y) | 0,224 | 0,235 | 0,097 | 2.511 | 0,012 |

Source: Research Results, 2024 (SmartPLS Processing).

Table 1.6 the author takes the t-count and P values to conclude whether the hypothesis is rejected or accepted, as explained in the following hypothesis testing results:

Table 1.7 Research Hypothesis Testing Results.

| Description (1) | Hypothesis (2) | Test Results (3) |
|-----------------|---|---|
| H ₁ | Altruistic Leadership (X ₁) has a positive effect, and there is a significant relationship to Supervisory Performance (Y) | Accepted with a t-count of 7.185 > 1.96 and a P-value of 0.000. |
| H ₂ | Achievement motivation (X ₂) has a positive effect, and there is a significant relationship to Supervisor Performance (Y) | Accepted with t-count 2.511 > 1.96 and P-value of 0.012. |

Source: Research Results, 2024 (SmartPLS Processing).

1. Altruistic Leadership (X₁) on Supervisor Performance (Y)

Table 1.6 shows that the magnitude of the parameter coefficient of the influence of the altruistic leadership variable on the performance of the supervisor (original sample) is 0.630, which means that there is a positive influence between the two variables. Then, the resulting t-count value is 7.185, which means that these results are said to be significant because the t-count value is greater than the t-table (7.185 > 1.96), or it can be said that the hypothesis is accepted. This statement shows that altruistic leadership has a significant influence on the performance of madrasah supervisors. This indicates that altruistic leadership is a factor that contributes positively to improving the performance of madrasah supervisors in the North Aceh District. Thus, the better the altruistic leadership style of a leader, the more the performance of madrasah supervisors will increase. Therefore, it is essential to further examine how specific elements of altruistic leadership can be optimized to maximize the performance of madrasah supervisors and consider interactions with other factors that may play a role. On the one hand, the supervisor's leadership style in fostering becomes a role model for teachers and madrasah principals. Besides, through the madrasah's orderly culture,

the supervisor can foster discipline and good role models as a leader in the madrasah environment that he fosters.

When viewed from the magnitude of the influence of the altruistic leadership style on the performance of supervisors through the simultaneous value, which is worth 0.509, it means that the influence of the altruistic leadership style on the performance of madrasah supervisors is included in the strong category, it can be said that the contribution of the influence of the altruistic leadership style on the performance of madrasah supervisors is very large or in other words that the altruistic leadership style is an indicator or main factor that can improve the performance of supervisors as well as madrasah heads and teachers in North Aceh District Ibtidayah Madrasah.

Based on several studies conducted by Pratiwi and Idawati, servant leadership has a positive effect on teachers' performance at the Sangihe Hope Lantern School. (Ersanko Pratiwi & Idawati, 2019), because to improve the performance of madrasah supervisors, a good leadership style is needed to encourage subordinates to prosper, achieve organizational goals, and realize the vision and mission of the institutions they lead. This is also in line with Kholidah et al.'s research on the role of servant leadership on teacher performance. This study explains that the leadership style of serving subordinates wholeheartedly significantly influences the improvement of the performance of subordinates or teachers. (Kholidah et al., 2023).

Lubis, Zainudin, and Hajar conduct several other studies. The results of this study indicate that leadership altruism affects work performance and decision-making with a value of 0.203 and 0.259 (Lubis et al., 2020). The results of this study show that the altruistic leadership style has a positive and significant effect on improving supervisory performance. This research is also in line with the results of research conducted by Mohammed Thabit Algaraawi and Huda Abdel Amir Naji that there is a relationship between altruistic leadership and the high performance of workers at the Najaf Al-Ashraf Teaching Hospital (Germany) through an applied knowledge framework that is the basis. Altruistic leadership has a direct impact on the high performance of workers in the hospital. (Algaraawi & Naji, 2023).

In contrast to research that Suherman, Purnama, and Jamaludin have conducted, the results of their research state that the statement shows that Clinical Supervision (X_1) and Madrasah Principal Leadership (X_2) each have a positive and significant effect on Teacher Performance (Y). In addition, combining these two factors has a more substantial impact on improving teacher performance. Critically, although it shows a strong relationship, empirical data, and proper statistical analysis are needed to confirm the validity and causality of the effect (Suherman, 2022). Based on several studies that have been conducted, it is not only the altruistic leadership style that can improve the performance of supervisors in performance but also other factors, namely professionalism, which also has an impact on the work culture in the madrasah environment. This fact is a fact that must be considered and followed up by madrasah heads, supervisors, and also the head of the Ministry of Religious Affairs of North Aceh Regency related to the performance of supervisors that the improvement of supervisors' performance can increase depending on how the leadership style provided by the head of Penmad and also the head of the Ministry of Religious Affairs and the performance of madrasah heads will increase depending on how the leadership style of the supervisor to encourage madrasah heads to be able to innovate and be creative in developing superior programs in the madrasahs they lead.

2. Achievement Motivation (X_2) on Supervisor Performance (Y)

Table 1.6 shows that the parameter coefficient of the effect of achievement motivation variables on supervisor performance (original sample) is 2.224, which means that there is a positive influence between the two variables. Then, the resulting t-count value is 2.511, which means that these results are said to be significant because the t-count value is greater than the t-table ($2.511 > 1.96$), or it can be said that the hypothesis is accepted. It can be interpreted that there is an influence between achievement motivation and supervisor performance because there is a significant relationship; thus, achievement motivation becomes a contributing factor in improving supervisor performance, or it can be interpreted that the higher the achievement motivation, the better the supervisor's performance. This fact is a fact that must be considered and followed up by the head of Penmad and also the head of the Ministry of Religion in creating achievement motivation for supervisors in carrying out supervisory performance in the form of supervision to motivate them in realizing the madrasah they supervise to be superior and innovative as an ideal madrasah.

Factors involving achievement motivation include persistence, perseverance, discipline, responsibility, achievement, and creativity in the performance of tasks. A supervisor must have high creativity to achieve superior performance through consistent responsibility and work discipline. As stated in the decree, this becomes particularly clear in the context of the duties of eight supervisors who must oversee 156 madrasahs across the North Aceh district. This approach highlights supervisors' challenges in maintaining achievement motivation amidst great task pressure. It emphasizes the importance of perseverance, responsibility, and creativity to achieve optimal performance.

When viewed from the magnitude of the effect of achievement motivation on supervisor performance through a simultaneous value of 0.076, it means that the effect of achievement motivation on supervisor performance is in the weak category, it can be said that the contribution of the influence of achievement motivation on supervisor performance is small or in other words that achievement motivation is not the main factor or leading indicator that can improve the performance of madrasah supervisors in North Aceh Regency. The results of this study are in line with research conducted by Yudha Arry et al., which shows that motivation has a significant effect on teacher performance, meaning that the higher the motivation of teachers, the higher the performance of teachers in Wedarijaksa State Elementary School, Pati Regency (Arry et al., 2024). Then, the research conducted by Sonya Amelia, Hanif Alkadri, and Rifma, Sulastris found that a quantitative assessment of the effect of achievement motivation has a significant effect on teacher performance at a significance level of 95% with a correlation coefficient of 0.346 and a correlation significance of 3.041 using the t-test. (Amelia et al., 2024).

However, in other research conducted by Indri Shahidah Taufik and Mutdi Ismuni that, in general, it can be concluded the achievement motivation of PT Kary Indomas Elok employees is not good because the average value of the total achievement motivation score (X) is 59.25%. Located in the class interval 55.7-63.3, which is not a good (Mc. Clelland, Edward Murray, 2024) This is in line with the study's results, which show no significant relationship between achievement motivation and supervisor performance, with a P-value of 0.097 above the p-value of 0.005.

CONCLUSIONS

This study concludes that altruistic leadership (X_1) significantly improves supervisor performance (Y), which indicates that leaders who act with care and selflessness can improve supervisor performance. In addition, achievement motivation (X_2) also significantly influences supervisor performance (Y), meaning supervisors with a strong drive for achievement will tend to perform better. Together, the two factors make a significant contribution to improving supervisor performance. So, the better the supervisor's leadership, the more the performance of subordinates will increase, and the higher the achievement motivation exemplified by a supervisor, the more motivated the subordinates will be to excel at work.

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