

The Influence of Leadership, Education, Mutations on Teacher Career Development

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Abstract: This article discusses and analyzes the influence of education, training and transfers on teacher career development, as additional insight for teachers and prospective teachers so they can understand matters that influence career development. The method of writing this Literature Review article uses library research methods sourced from online media such as Google Scholar, Mendeley and/or other academic online media. The results of this article are: 1) Leadership influences teacher career development; 2) Education influences teacher career development; and 3) Mutations affect teacher career development. In addition to these 3 exogenous variables that affect the endogenous variables in the placement of subordinates, there are many other factors including training, promotion, competence and work environment.

Keywords: Leadership, Education, Transfers, Career Development

INTRODUCTION

The world of Islamic education in Indonesia today continues to experience changes, starting from management, curriculum, education system, continues to experience progress and development. This is a big challenge for education practitioners to be able to develop their educational institutions into professional and superior educational institutions.

Every educational institution must be prepared with a good management system, starting from the management of the recruitment of teachers and educational staff to the management of the recruitment of students. This indicates to mature Educational Institutions in the era of digitalization. Professional educational institutions must be ready to meet all national needs.

In developing a professional educational institution, it must be accompanied by professional teachers and educational staff, so that education management can run well and in accordance with the vision and mission of the educational institution. In carrying out the vision and mission of the educational institution, we need professional teachers and

educational staff. The professionalism of teachers and educational staff requires appropriate career paths to guarantee a decent life.

Educational institutions in Indonesia currently have a variety of forms, ranging from public to private, all of these institutions have competitiveness in marketing their educational services so that they are of interest to many people, competition in the world of education today includes many excellent programs, curricula, infrastructure and teacher competence. best.

Professional Educational Institutions will score academic and non-academic achievements, even being able to meet the needs of human resources (HR) nationally. If Indonesia is able to produce its best generation, there will be a local industry that will help Indonesia's growth to become a developed country.

So this article will discuss the factors that influence specifically the variables that influence teacher career development, namely Leadership, Education and Transfer, on Teacher career development, by an Institution education

Based on the background, the problems that will be discussed can be formulated in order to build hypotheses for further research, namely:

1. Does Leadership affect Teacher Career Development?
2. Does Education affect Teacher Career Development?
3. Does Mutation affect Teacher Career Development?

LITERATURE REVIEW

Leadership

Leadership is the process of influencing or setting an example by a leader to his followers in an effort to achieve organizational goals. Leadership or leadership is an applied science of the social sciences, because the principles and formulas are expected to bring benefits to human welfare (Jarwanto, 2015).

Goetsch & Davis in their book Introduction to Total Quality Management defines Leadership as the ability to inspire people to make a total, willing, and valuation commitment to accomplishing or exceeding organizational goals. The definition of interpreting leadership (Leadership) is the ability to inspire people to have a total desire, voluntary commitment to achieve targets and even exceed organizational goals. The important word in this definition according to Goetch is "inspire" which means motivation that has been internalized within every member of the organization so that willingness and commitment grow from within them (Sutarto, 2015)

Ngalim Purwanto who stated that leadership is a collection of a series of abilities and personality traits, including authority, to be used as a means in order to convince those he leads so that they are willing and able to carry out the tasks assigned to them willingly and enthusiastically, there is inner joy. and feel not forced (Ngalim purwanto, 2017)

Based on the verse above, we can understand that a leader is in charge of giving instructions to his subordinates about goodness and the right things in their activities. In the leadership of educational institutions, in this case the head of the Madrasah, he must have competence, namely managing good teaching and learning situations, so that teachers can teach and students can learn well (Mappesona, Ikhsani, & Ali, 2020).

Education

Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character and skills needed by themselves and society (Ashshidiqy & Ali, 2019).

Education is an effort to foster and develop the human personality both spiritually and physically. There are also some experts who interpret education as a process of changing the attitudes and behavior of a person or group of people in maturing through teaching and training. With education we can be more mature because this education has a very positive impact on us, and also this education can eradicate illiteracy and will provide skills, mental abilities, and so on. As stated in Law No. 20 of 2003 Education is a basic and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and skills, what is needed by himself, society, and the State (Haryanto, 2017).

Mutation

Mutation is the activity of transferring employees from units/sections that are overstaffed to units/sections that are understaffed or in need. (Budi Santoso, 2012) in line with what was stated above Imron Fauzi confirmed that mutations in a broad sense contain the meaning of all kinds of changes in the position of an employee. Mutations can take the form of promotions, transfers or the mutation itself and demotions (Imron Fauzi, 2019).

Another opinion explains that mutation is a change in position/position/place/job both horizontally and vertically (promotion/demotion) within an organization. Teacher mutation activities are carried out to carry out the principle of placing the right teacher in the right place. Transfers are based on several reasons, namely work ability, sense of responsibility, and satisfaction. It is hoped that with the mutation of teachers carrying out work effectively, efficiently, and can improve their performance. However, it should be noted that teachers may misperceive that mutation is a punishment. This can result in decreased effectiveness, efficiency, and employee performance (Imron Fauzi, 2019).

From the description above, it can be understood that a mutase is the transfer of an employee from one particular position to another (Sutiksno, S. D. U., Rufaidah, P., Ali, H., & Souisa, 2017).

Teacher Career Development

According to Raymond A. Noe quoted by Yun Iswanto that the concept of career refers to the term protean career, namely a career that changes based on changes in one's abilities and values and changes in the work environment. In protean careers, employees take great responsibility in their careers (Hasyim & Ali, 2022).

Gottfredso developed a career theory through the theory of "circumscription and compromise". This theory was quoted by Mukhtar by defining that career advancement is a process that requires a high level of cognitive proficiency. Cognitive growth and development is a tool for developing a cognitive map of positions and self-concept that is used to evaluate the suitability of various alternative positions. Each individual must try to assess the suitability between himself and a prospective career. (Mukhtar et al, 2016)

Career development according to John W. Slocum includes decision-making activities about a position and participation in activities to achieve career goals. The main idea of the career development process is time. The direction and form of a person's career is influenced by many factors such as the economy, job availability, skills proficiency, personality characteristics, family status, and work experience (John W Slocum, 2015).

From the description above it can be synthesized that teacher career development is the improvement and self-development of a teacher in a more professional direction, in career, salary, and profession, rank or position.

METHODS

The methods of writing scientific articles is the qualitative method and literature review (Library Research). Examining theories and relationships or influences between variables from books and journals both offline in libraries and online sourced from Mendeley, Scholar Google and other online media.

This study uses the library research method, namely; this type of qualitative research. In general, in every research discussion obtained in the literature and sources, and or the latest findings regarding the role of leadership in the organization of Islamic educational institutions. Second, analyze everything findings from various readings, relating to the shortcomings of each source, the strengths or relationships of each about the discourse discussed in it. In library research sometimes has descriptive and also has historical characteristics (Kaelan, 2010).

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory in nature, (Ali, H., & Limakrisna, 2013).

For this reason, in library research, collecting books must be done in stages, because to get all the needs mentioned above, they can be produced through libraries, books, articles, or journals related to the discussion to be studied, using data from various sources. These references are collected by reading (text reading), reviewing, studying, and recording literature that is related to the issues discussed in this paper. Data collection techniques, in this case the author will identify discourse from books, papers, or articles, magazines, journals, the web (internet), or other information related to writing titles to look for things or variables in the form of notes, transcripts, books, newspapers, magazines and so on related to the study of the role of leadership in the organization of Islamic educational institutions. Meanwhile, as a data analysis model, this study uses a descriptive analysis model.

RESULT AND DISCUSSION

The Influence of Leadership on Teacher Career Development

Good leadership will produce good graduates, good graduates come from professional teacher work teams, professional teachers come from teacher career development, teacher career development will produce teachers who have competence and professionalism in their work (Agussalim, Ndraha, & Ali, 2020).

Research results from (Ali, Hadibrata, & Buchori, 2016) reveal the magnitude of the influence of transformational leadership on school principals, in terms of teacher perceptions, teacher work motivation and teacher discipline on the career development of elementary school teachers in the Godean sub-district, Sleman Regency. This research is a non-experimental quantitative approach research, which consists of planning and proposal preparation stages, instrument validation, instrument trials, research data collection, processing of data results from the field and preparation of research results reports. The subjects of this study were teachers in the UPT Yandik environment, Godean sub-district. There were 198 teachers involved in this study. The results of the descriptive study revealed that the school principal's transformational leadership was in the high category with an average of 3.44; teacher's work motivation 3.20; teacher discipline is 3.34 and teacher career development is 2.94. The results of the study partially show that the transformational leadership of school principals has a significant effect of 18.1% (adjusted $r^2 = 18.1$) and ($p < 0.05$) on career development, teacher work motivation has a significant effect of 7.9% (adjusted $r^2 = 0.079$) and ($p < 0.05$), on career development, and teacher discipline had a significant effect of 8.2% (adjusted $r^2 = 0.082$) and ($p < 0.05$), on the career development of elementary school teachers. Principal transformational leadership, teacher work motivation and teacher discipline have a significant effect of 24.8% (adjusted R^2) of 0.248 with $F 19.955$

($p < 0.05$) on the career development of elementary school teachers in Godean District, Sleman Regency, Yogyakarta Special Region (Khaira, Saputra, & Syarif, 2022).

The Influence of Education on Teacher Career Development

In research (Roro Aditya Novi Wardhani, 2020), after doing the analysis, the results show that all the hypotheses that have been proposed can be accepted. The results of the analysis show that in equation 1, competence has an influence on career development because the significance value is $0.021 < 0.05$; in equation 2, competence has a significant influence on performance because the significance value is $0.013 < 0.05$; and career development has an influence on performance because the significance value is $0.025 < 0.05$. Competence has an influence on career development and teacher performance. Furthermore, career development can mediate the influence of competence on teacher performance in public high schools in Jember (Saputra & Sumantyo, 2022).

Effect of Mutations on Teacher Career Development

In research (Risna Yumita, 2021), it can be argued that based on the results of the partial test (T test) it can be concluded that the promotion variable partially has a significant effect on career development because the calculated T value is $1.487 <$ from T table of 3.27 with a significance of $0.146 >$ from 0,05. And partial job mutations do not affect career development because the T count is $-1.144 <$ T table 3.27 with a significance of 0.261 greater than 0.05. The promotion variable does not have a dominant influence, which is -0.233 compared to a position mutation which is 0.322. Analysis of the coefficient of determination of the adjusted r-squaer value obtained is 0.065 for the promotion variable leadership and the position transfer variable education or practically it can be said that the contribution of promotions and position transfers to employee career development is 6.5%.

Table 1: Previous Research

No	Author (year)	Previous Research Results	Similarities to this Article	Difference with this article
1.	(Ngadimin, Wuradji, 2014)(Siahaan & Bahri, 2019)	The influence of the principal's transformational leadership, work motivation, and discipline on the career development of elementary school teachers	The influence of the principal's transformational leadership on the same variable career development, namely teacher career development	What makes the difference is examining in more detail through the indicators
2.	(Rafii & Andri, 2015)(Rafii & Andri, 2015)	The Influence of Competence on Teacher Career Development and Performance in Jember City	The Effect of Competence (including Education) on Variable Y (Teacher Career Development)	The difference is that this research focuses more on pedagogical elements, not in general
3.	(Risna yumita, 2021), (Chairiyati, 2013)(Chairiyati, 2013)	The Influence of Promotions and Position Transfers on Career Development for Regional Secretariat Employees of South Sulawesi Province	The effect of mutation and promotion uses 2 variables related to career development	What makes the difference is the special variable, namely Mutation

Conceptual Framework

Factors that influence career development have actually been studied by many other researchers, so the writer needs to briefly describe the relevant research related to this article, such as:

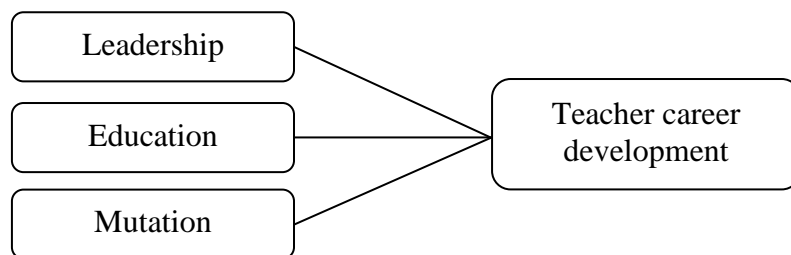


Figure 1. Conceptual Framework

CONCLUSION

Based on the literature review and discussion above, the conclusions of this study are as follows:

1. The influence of leadership on teacher career development is influential, this can be seen from good leadership and having a clear vision will help develop teacher careers in a more secure direction.
2. The influence of education on teacher career development is influential, this can be seen at a high level of education being able to increase teacher career positions, in a higher direction.
3. The Effect of Mutations on Career Development is Influential, with mutations, teachers will make a lot of efforts to get higher and more professional positions.

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