

## Implementation of Managerial Supervision of Madrasah Heads

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**ABSTRACT.** This study uses a qualitative approach to the type of case study. To determine the data source, purposive sampling was used with the consideration that the selected subjects and informants were people who were able to provide as much information as possible regarding the research focus. Furthermore, to select and determine the informants in this study, the snowball sampling technique was used. While collecting data in this study using three techniques, namely: observation, interviews, and documentation. Data analysis was carried out using data reduction, data display, and conclusion drawing/verification. The results of research while in the field are as follows Kamad RA Darussalam Bojonegoro has a very convincing ability in preparing madrasa planning for various levels of planning. 1) Kamad RA Darussalam Bojonegoro can be quite convincing in leading madrasahs in the context of optimally utilizing madrasah resources. 2) Kamad RA Darussalam Bojonegoro is capable of being very convincing in creating a conducive and innovative school culture and climate for student learning.

**Keywords:** *Implementation, Managerial, Supervision, PKKM*



### How to Cite

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## INTRODUCTION

Supervision efforts are often focused on two areas: academic supervision and management oversight. Academic supervision relates to the inspector's supervision of various learning activities, such as education that takes place inside or outside the classroom (Karim et al., 2021; Zohriah et al., 2022). Management supervision is related to the examination of elements of school administration and management that have a function as a support for the implementation of learning. In this thesis, supervision talks focus on management supervision (Slameto, 2003).

In line with the above statement, the preparation, arrangement, implementation, commentation, and improvement of the competence of educational human resources and others are part of the managerial inspector (B et al., 2023; Bahri & Arafah, 2020). In particular, a kind of supervision related to the administrative part of the school is mainly concerned with improving the effectiveness and efficiency of the school. This managerial supervision aims to manage educational control which includes the management of curriculum, finance, infrastructure, staffing, students, school and community relations, as well as school culture and environment (Arifin et al., 2023; Donni Juni Priansa, 2014).

The supervision assessment of the head of the madrasah consists of an academic monitoring program to improve teacher perfectionism, teacher academic supervision is applied through the introduction or understanding and appropriate supervision methods, and monitoring

the results of the instructor education inspector to improve teacher performance and professionalism (Priansa, 2014).

The Principal must carry out his obligations and his main duty is to supervise the institution he controls. When there are group members who feel differentiated and rarely engaged in tasks, the Principal can connect effectively with them. It can be difficult to focus on work and other responsibilities (Nurkhasanah et al., 2023). The principle should be to constantly improve its performance to achieve the desired results because the team is involved in decision making but some factors make it difficult to fulfill the work (Yamin et al., 2023).

Technical Guidelines for Performance Evaluation of the Head of Madrasah were issued by the Director General of Pendis of the Ministry of Religious Affairs for the implementation of Minister of Religious Affairs Regulation No. 58 of 2017 concerning the Head of Madrasah as updated with PMA No. 24 of 2018 concerning Amendments to PMA No. 58 of 2017 concerning Performance Assessment of the Head of Madrasah (PKKM). The regulation was then elaborated with the Decree of the Director General No.1111 of 2019 concerning PKKM Juknis.

In the Juknis it is stated that PKKM contains 25 assessment elements from 5 Main Tasks, specifically, efforts to advance madrasahs, carry out administrative responsibilities, develop entrepreneurship, supervise teachers and education staff, and the performance results of madrasah heads. Among the 5 main tasks, in this thesis only examined the implementation of the main duties of the head of the madrasah related to the implementation of managerial duties. Based on the explanation above about the managerial supervision of school principals, researchers are interested in conducting research with the theme "*Implementation of Managerial Supervision Based on the Performance Assessment Instrument of Madrasah Heads in RA Darussalam Bojonegoro*".

## **METHOD**

This research uses a qualitative type of research. This type of qualitative research is a type of research that does not use statistical rules and quantification. (Shalim: 2012) The approach to be used in this research is the case study approach. (Nursapiah: 2020). This research was conducted at RA Darussalam Bojonegoro Jln Turnojoyo No.17. Data collection techniques in this study are Observation, Documentation and Interview (triangulation). (Sugiono: 2013) To analyze data can be done through 4 stages based on Miles and Huberman's theory, namely: 1) Data collection 2) Data reduction (data reduction), 3) Data Presentation (Data Display), and 4) Verification and Conclusion Attraction. Triangulation is a technique of checking the validity of data that makes use of something else (Moleong, 1989). This technique is carried out by research by comparing and checking findings through the main informant with other informants.

## **RESULT AND DISCUSSION**

### **Kamad Implementation in Preparing Madrasah Planning for Various Planning Levels**

based on documentation studies related to the preparation of madrasah planning for various levels, Kamad has RKJM, RKT, and EDS documents. Possession of the document shows that Kamad has a complete and very convincing planning document. With the possession of the document, Kamad (1) the ability to design at several levels for the madrasa, including the capacity to develop the RKJM, RKT/RKAM in conjunction with other programs depending on the results assessment in meeting 8 SNPs, (2) Making vision and mission statements to guide the growth goals of RKJM, RKT/RKAS, and other programs, (3) Choosing strategies for achieving madrasah goals with measurable success indicators, and (4) Having the ability to create programs with implementation plans and evaluation of success. Thus, Kamad performs very convincingly according to the planning component.

### **Implementation of Kamad Leading Madrasah in the Framework of Optimal Utilization of Madrasah Resources**

Kamad Leading madrasah in the context of effective use of human resources according to his ability (1) exemplifying discipline examples; Come according to the specified time, be orderly in using time, and complete work on time with result 4 or very convincing, (2) carry out the rules according to the applicable rules with result 3 or convincing enough, (3) show exemplary examples in using resources effectively and efficiently with result 3 or convincing enough, and (4) show discipline as a human learner with result 4 or convincing enough. The results of the work show Kamad's ability to become a madrasah leader to make the best use of human resources, which is 3 or quite convincing.

### **The implementation of Kamad creates a conducive and innovative madrasah culture and climate for student learning**

Kamad fosters an orderly and creative culture and environment in madrasah for student learning related to their ability (1) can be a role model and foster a culture of competition to encourage students, both academic and extracurricular, to achieve more with performance results 4 or very possible, (2) have the facilities and infrastructure to provide students with a supportive and creative learning environment with performance results 4 or very convincing, (3) Able to facilitate exercises that improve students' reading and writing habits with performance results of 4 or very convincing. (4) able to provide competition facilities for students both academic and extracurricular with performance results of 4 or very convincing. The results of the work illustrate Kamad's ability to foster an orderly and creative culture and environment in the madrasah for student learning related to his abilities. Based on these data, the average performance results of Kamad leading in fostering an orderly and creative culture and environment in madrasah for student learning is 4 or very convincing

### **Kamad Implementation Managing teachers and staff**

Kamad manages teachers and staff for maximum human resource maintenance related to the ability of (1) Able to schedule the development of education personnel and educators with performance results 4 or very convincing, (2) Able to conduct routine coaching to improve the quality of madrasah human resources with performance results 4 or very convincing, (3) assist educators and service employees to improve competency development activities with performance results 3 or convincing enough, and (4) Track and evaluate how training outcomes are used in schools with 4 or very convincing performance results. The results of this performance illustrate Kamad's ability to manage teachers and staff for the maintenance of human resources with a maximum of 4 or very convincing.

### **Implementation Kamad manages madrasah facilities and infrastructure in the framework of utilization**

Kamad manages madrasah facilities and infrastructure in order to utilize optimally related to its capabilities (1) manage madrasah infrastructure, furniture and facilities with performance results 4 or very convincing, (2) manage madrasah libraries with performance results 4 or very convincing, (3) manage other madrasah supporting facilities with performance results 4 or very convincing. Based on these data, the average performance results of Kamad managing madrasah facilities and infrastructure in order to utilize optimally are 4 or very convincing.

### **Kamad implementation manages students in the context of accepting new students, and placement and capacity building of students**

Implementation Kamad manages students in the context of accepting new students, and placement and capacity building of students Kamad manages madrasah facilities and

infrastructure in the framework of utilization Kamad manages students to welcome new students, place them, and improve their abilities (1) have a program to develop student potential and student achievement with performance results 3 or convincing enough, (2) make strategies to accept, manage, and develop student competencies with performance results 4 or more convincing, (3) provide activity facilities to increase habits through cultivating values with performance results 4 or very convincing, and (4) provide activity facilities to develop individuals for students, educators, and other education personnel optimally with performance results 4 or very convincing. Based on the calculation of the performance results above, the average performance results of Kamad related to managing students to welcome new students, place them, and improve their abilities are 4 or very convincing.

### **Kamad implementation manages curriculum development and learning activities in accordance with the direction and objectives of national education**

Supervision of the progress of the syllabus and educational activities in accordance with the direction and objectives of national education related to its ability (1) MGMP / KKG activities, IHT activities, workshops, Rakor, and successfully implementing the concept of KTSP development with performance results 4 or very convincing, (2) determination of the allocation of teaching tasks, enforcement of academic regulations, and arrangements for the implementation of KTSP based on the academic calendar with performance results 4 or very convincing, (3) order the allocation of teaching tasks, enforce academic regulations, and manage the implementation of KTSP based on an academic calendar with performance results of 4 or very convincing, (4) the ability to provide new educational services by creating continuing educational tools and resources with performance results of 3 or sufficiently convincing, and (5) encourage children to collaborate and compete in academic and extracurricular activities with performance results of 3 or sufficient Convince. Based on the information in the table above, the average results of Kamad monitoring the progress of the syllabus and educational activities according to the direction and objectives of national education related to his ability is 4 or very convincing.

### **The implementation of Kamad manages madrasah finances in accordance with the principles of accountable, transparent, and efficient management**

Kamad manages madrasah finances in accordance with the principles of accountable, transparent, and efficient management related to its ability (1) to plan the financial needs of madrasahs in accordance with madrasah development plans, both short and long term with performance results 4 or very convincing, (2) to seek financial resources, especially from outside the madrasah and from madrasah business units with performance results 4 or very convincing, (3) coordinate financial management in accordance with laws and regulations based on the principle of priority and efficiency with performance results 4 or very convincing, (4) make reports and evaluations of madrasah financial management in accordance with the principles of efficient, transparent, and accountable with performance results 4 or very convincing. The performance results illustrate Kamad's ability to manage madrasah finances in accordance with the principles of accountable, transparent, and efficient management. The average performance result of Kamad managing madrasah finances in accordance with the principles of accountable, transparent, and efficient management in the table above is 4 or very convincing. Thus, Kamad's ability to manage madrasah finances in accordance with the principles of accountable, transparent, and efficient management is very convincing.

### **The implementation of Kamad manages the administration of the madrasah in supporting the achievement of the objectives of the madrasah.**

Kamad manages madrasah administration in supporting the achievement of madrasah goals, related to his ability to (1) manage the administration of incoming and outgoing letters in accordance with applicable mailing guidelines with performance results 4 or very convincing, (2)

manage madrasah administration which includes academic administration, student affairs, facilities/infrastructure, finance, and madrasah relations with the community with performance results 4 or very convincing, (3) manage the administration of madrasah archives both dynamic archives and other archives with performance results 4 or very convincing, (4) manage the administration of madrasah accreditation in accordance with the principles of the availability of supporting documents and physical evidence with the results of kinberja 4 or very convincing. The average performance result of Kamad managing madrasah administration in supporting the achievement of madrasah goals in the table above is 4 or very convincing. Thus, Kamad's ability to manage madrasah administration in supporting the achievement of madrasah goals is very convincing.

### **Kamad implementation monitoring, evaluation, and reporting on the implementation of madrasah activity programs.**

Kamad monitors, evaluates, and reports the implementation of madrasah activity programs with appropriate procedures, and plans follow-up actions related to its ability (1) Compile educational program performance standards that can be measured and assessed with performance results 4 or very convincing, (2) compile reports in accordance with monitoring and evaluation reporting standards with performance results 3 or convincing enough, (3) prepare reports in accordance with monitoring and evaluation reporting standards with performance results 3 or convincing enough, (4) formulate follow-up programs based on the results of the evaluation of previous program implementation with convincing performance results. In the table above, the average performance results of Kamad monitoring, evaluating, and reporting the implementation of madrasah activity programs with appropriate procedures, and planning follow-up is 3 or quite convincing. Thus, Kamad's ability to monitor, evaluate, and report the implementation of madrasah activity programs with appropriate procedures, as well as plan follow-up is quite convincing (Sutrisno & Nasucha, 2022).

## **Discussion**

### **Madrasah planning for different levels of planning**

The head of the RA Darussalam Bojonegoro madrasah has a very convincing ability in preparing madrasah plans for various levels of planning, it is proven that RA Darussalam has complete RKJM, RKT, and EDS documents.

With the possession of these various documents, the head of the madrasah means that he is able to compile madrasah plans for various levels of planning, namely developing RKJM, RKT / RKAM with other programs based on evaluation data in fulfilling 8 SNPs, developing a vision and mission as a direction for developing the RA Darussalam program, determining strategies for achieving madrasah goals and the head of the madrasah is able to compile programs with plans to evaluate the implementation and achievement of the program. The head of the madrasah performed very convincingly according to the planning component.

### **Optimal utilization of madrasah resources**

In the findings of the study, it shows that the head of the RA Darussalam Bojonegoro madrasah has the ability to be quite convincing in leading the madrasah in order to optimally utilize madrasah resources.

This is evidenced by the ability of the head of the madrasah to be convincing enough to set an example of discipline in the work in the madrasah, the head of the madrasah is convincing enough to implement the regulations that have been mutually agreed upon by the head of the foundation, the head of the madrasah is convincing enough to show example and utilize resources efficiently, the head of the madrasah is convincing enough to display discipline as a learner.

Therefore, the results of the head of the madrasah in the optimal utilization of madrasah resources are in point 3 or quite convincing.

### **Creating a conducive and innovative madrasah culture and climate for student learning**

In the findings of research at RA Darussalam Bojonegoro, it was found that the Head of Madrasah RA Darussalam Bojonegoro had a very convincing ability in creating a conducive and innovative madrasah culture and climate for student learning.

This is shown based on the ability of the head of the madrasah with the head of the madrasah is very convincing in completing the facilities and infrastructure to create a conducive and innovative learning environment, as evidenced by adequate facilities and infrastructure in the classroom (Bakri et al., 2021; Kartiko et al., 2023). His ability is very convincing to be an example of a competitive quality culture in encouraging the improvement of academic and non-academic achievement of students. Madrasah leaders are quite persuasive in organizing programs to improve students' reading and writing habits. The results illustrate Kamad's ability to create a conducive and innovative madrasah culture and climate for student learning related to their abilities (Hasan, 2021).

### **Managing teachers and staff in the context of utilizing human resources**

In the findings of research at RA Darussalam Bojonegoro, it was found that the head of the RA Darussalam Bojonegoro madrasah had a very convincing ability in managing teachers and staff in order to optimally utilize human resources.

This is shown based on the ability of the head of the madrasah with his ability to be very convincing in preparing plans for the development of educators and education personnel, very convincing to conduct periodic coaching to improve the quality of human resources, this coaching is carried out every day during break hours for daily reports and also evaluations of staff and teachers, very convincing in facilitating teachers and administrative staff to improve activities. The results of this performance illustrate Kamad's ability to manage teachers and staff in order to optimally utilize human resources .

### **Managing madrasah facilities and infrastructure in the framework of utilization**

In the findings of research at RA Darussalam Bojonegoro, it was found that the head of the RA Darussalam Bojonegoro madrasah had a very convincing ability to manage madrasah facilities and infrastructure in order to utilize optimally.

This fact is shown based on the ability of the head of the madrasah with his ability to be very convincing in managing infrastructure facilities can be seen in the table of facilities and infrastructure chapter IV in good condition, very convincing in managing the madrasah library seen in the table of facilities and infrastructure chapter IV books in the library are adequate and complete, very convincing in managing other madrasah supporting facilities with performance results 4 or very convincing. The results of this performance illustrate Kamad's ability to manage madrasah facilities and infrastructure in order to utilize optimally.

### **Managing students in order to accept new students, and placement and capacity building of students**

In the findings of research at RA Darussalam Bojonegoro, it was found that the Head of Madrasah RA Darussalam Bojonegoro had a very convincing ability in managing students in the context of accepting new students, and placement and capacity building of students.

This is shown based on the ability of the head of the madrasah with his ability to be very convincing in preparing admission planning, very convincing in compiling programs to develop self-potential and student achievement so that every year hundreds of students enroll in RA Darussalam, Very convincing in facilitating activities, very convincing in facilitating self-

development activities for students, educators, and other education staff. The results of the performance illustrate Kamad's ability to manage students in order to accept new students, and placement and capacity building of students.

### **Manage curriculum development and learning activities in accordance with the direction and objectives of national education**

In the findings of research at RA Darussalam Bojonegoro, it was found that the head of the RA Darussalam Bojonegoro madrasah had a very convincing ability in managing curriculum development and learning activities in accordance with the direction and objectives of national education.

This fact is shown based on the ability of the head of the madrasah with his ability to be very convincing in directing effectively in applying the principles of KTSP development in IHT activities, workshops, coordination meetings, and MGMP / KKG activities, very convincingly controlling the implementation of KTSP based on the educational calendar, issuing decrees on the distribution of teaching tasks, and implementing academic rules, very convincingly developing innovative learning services through Development of renewable learning tools and resources. Based on the information in the table above, the average results of Kamad managing curriculum development and learning activities in accordance with the direction and objectives of national education are 4 or very convincing.

### **Managing madrasah finances in accordance with the principles of accountable, transparent, and efficient management.**

In the findings of research at RA Darussalam Bojonegoro, it was found that the head of the madrasah had a very convincing ability to manage madrasah finances in accordance with the principles of accountable, transparent, and efficient management. The statement was shown based on the ability of the head of the madrasah with his ability the head of the madrasah was very convincing in planning the financial needs of the madrasah in accordance with the madrasah development plan, both short and long term, the head of the madrasah was very convincing in seeking financial resources, especially from outside the madrasah and from the madrasah business unit, the head of the madrasah was very convincing in coordinating financial training in accordance with regulations and legislation based on the principle of priority and efficiency with performance results 4 or very convincing. Thus, Kamad's ability to manage madrasah finances in accordance with the principles of accountable, transparent, and efficient management is very convincing (Aprilianto et al., 2021; Sirojuddin et al., 2021, 2022).

### **Managing madrasah administration in supporting the achievement of madrasah goals**

In the findings of research at RA Darussalam Bojonegoro, it was found that the head of the madrasah had a very convincing ability in managing the administration of the madrasah in supporting the achievement of the goals of the madrasah.

The statement is shown based on the ability of the madrasah leader with his ability to head the madrasah very convincingly manage the administration of incoming and outgoing letters in accordance with the correspondence guidelines of the head of the madrasah is very convincing in managing the administration of the madrasah which includes academic administration, student affairs, facilities / infrastructure, finance, and madrasah relations with the community can be seen in RA Darussalam bojonegoro there are cooperatives that sell various goods for. The head of the madrasah is very convincing to manage the administration of madrasah archives, both dynamic archives and other archives. The results of this performance illustrate Kamad's ability to manage madrasah administration in supporting the achievement of madrasah goals.

## **Monitoring, evaluation, and reporting on the implementation of madrasah activity programs**

In the findings of research at RA Darussalam Bojonegoro, the ability is very convincing in monitoring, evaluating, and reporting the implementation of madrasah activity programs with appropriate procedures, as well as planning follow-up. This is shown based on the ability of the head of the madrasah with his ability to the head of the madrasah very convincingly compile educational program performance standards that can be measured and assessed, the head of the madrasah compiles reports in accordance with monitoring and evaluation reporting standards, convincingly enough to formulate a follow-up program based on the results of the evaluation of the previous program implementation. Thus, Kamad's ability to monitor, evaluate, and report the implementation of the activity program Madrasah with proper procedures, as well as planning the follow-up is quite convincing (Zaini et al., 2023).

## **CONCLUSION**

Planning for the Implementation of Managerial Supervision of madrasah heads based on PKKM in RA Darussalam Bojonegoro is as follows: (1) make plans for madrasahs at different levels; (2) manage madrasahs to make maximum use of their resources; (3) build a creative and supportive environment for learning in madrasahs; (4) strive for teachers and staff to make effective use of human resources; (5) manage school tools and media for maximum utilization; (6) managing students for the arrival of new students, and laying and expanding the learning power of students; (7) directing the preparation of syllabi and the implementation of educational initiatives in accordance with the direction and objectives of the national education system; (8) responsible, open, and effective management principles should guide the way schools manage finances; (9) To facilitate the achievement of madrasah objectives, it is necessary to control the administration of madrasahs; and (10) monitor and evaluate the progress of madrasahs.

The implementation of Managerial Supervision of madrasah heads based on PKKM instruments in RA Darussalam Bojonegoro almost 90% of madrasah head planning is carried out with point 4 or very convincing). Evaluation of Implementation Managerial supervision of the head of a madrasah based on the PKKM instrument in RA Darussalam Bojonegoro is in point number 2, namely that the head of a madrasah can manage a madrasah to make maximum use of its resources, the data expected by the head of the madrasah to be an example and direct teachers, administrative staff, and students to carry out activities according to the rules, but the reality on the ground of the head of the madrasah is considered quite convincing.

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