

Management Financing Development Means and Educational Infrastructure (Phenomenological Study of Madrasah Alyah In City Sibolga)

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ABSTRACT

This study examines the management of financing for the development of infrastructure and infrastructure education in Madrasah Aliyah in City Sibolga through approach phenomenology. Studies This explore four stage mains in management financing, namely planning, implementation, budget absorption, and monitoring evaluation. Qualitative research methods are used through in-depth interviews and observation direct for understand perception, experience, and pattern think for stakeholder's interest related management financing in madrasahs This research involved MAN Sibolga, MAS Daruhrahmad Sibolga, and MAS Islamic Sibolga as example case. Through analysis phenomenological, the findings highlight several key aspects that underlie the success of the institution, including unique variations of approaches in each madrasah, active involvement of all party in management, process evaluation monthly, meeting internal before maintenance facility, and focus on repair facility. Results study This give understanding Which deep about How management financing development of educational facilities and infrastructure was carried out at Madrasah Aliyah in Sibolga City, and demonstrates a strong commitment to creating a green environment Study optimal for students.

Keywords: Educational Facilities, Infrastucture, Management Financing

A. INTRODUCTION

Education is a process or system learning that aims to provide knowledge, skills, values, and attitudes to individuals so they can grow and develop fully as human beings. It can be provided at various levels, starting from early childhood education, education base, education medium, and higher education or college. The main purpose of education is to help individuals reach their maximum potential in life and society, and it is an important key in the development and progress of a country.

Education can be done in various places, such as houses, schools, universities, or institutions. It generally consists of three levels: education base (Primary School/Islamic Elementary School), education intermediate (Junior High School/Islamic Junior High School), and high school/vocational high school. The objective of education is to help individuals obtain knowledge and skills needed to achieve success in their personal and professional lives, and to help them become active and skilled members of society.

Education can be interpreted as an investment term long on self itself, as it can provide long-term benefits in life, such as increasing skills, expanding career opportunities, improving quality of life, and promoting social well-being.

Previous research conducted by Prastowo et al. (2021) with the title "Education Islam Superior" suggests that education superior refers to system education that aims to provide quality education to students. The term "excellent" shows that system education tries to exceed hope and reach performance in various aspects, including results, teaching, curriculum, facilities, and holistic development of student potential.

Standard National Education (SNP) is a series standard used in Indonesia to regulate the education system, covering various aspects such as educational objectives, curriculum, assessment, professional development, sustainable teacher, and management education. SNP aims to align and increase quality education in all levels, starting from basic education to higher education.

Quality education management is a planning process, organizing, monitoring, and evaluating programs education effectively and efficiently. The goal of quality education management is to ensure that every aspect of program education runs well and meets the standards set for achieving desired goals. Quality education management also involves the use of techniques and principles management appropriate in facilitating and direct activity education.

In addition to community involvement and participation in education, quality education management aims to create a conducive educational environment for students and teachers, ensuring that all available resources are utilized effectively and efficiently.

In conclusion, education is a crucial process that helps individuals reach their maximum potential in life and society. It involves planning, organizing, implementation, supervision, and evaluation, as well as the management of human resources, finance, facilities, infrastructure, and the development of innovative and relevant curriculum and learning.

Development management in educational institutions is a field of management focused on increasing quality education in a country or region. The main objective of development education development is to repair access, quality, and relevance of education for social and economic progress. Strategies can be applied to increase accessibility to education by building

more schools and expanding education programs, and improve the quality of education by improving the curriculum and methods of effective teaching.

Financing education is a process provision funds or source power finance that covers costs for education, including school, textbooks, equipment, transportation, food, living expenses, and other related costs. Education funding can come from various sources, including governments, non-governmental organizations, companies, and individuals. The goal is to ensure that everyone has equal opportunity to obtain quality education, regardless of their background.

In Indonesia, the 1945 Constitution states that every citizen country has the right to receive education, and the government is obliged to finance it. Community participation in education plays a role in development, curriculum implementation, evaluation, management, and funding that is in accordance with national education standards. Funds for community-based education can come from organizers, communities, government, regional government, and other sources that do not contradict the applicable regulations.

Law No. 20 of 2003 concerning the National Education System Article 11 Paragraph 2 requires the availability of budget for the provision of education for every citizen aged seven years up to fifteen years. Every student in every educational unit is entitled to a scholarship for those who excel whose parents cannot finance their education and receive cost education for those who cannot.

Financing education from the government center is carried out through a balancing fund mechanism, especially through Funds Allocation General (DAU). Other sources of regional income include Original Income Area (PAD) and regional loans. All receipts and expenditures within the framework of decentralization are recorded and managed in the Regional Budget.

Financing education in Indonesia involves various sources, including government districts and cities, private sector, and public sources. Government funding is used for general administrative expenses such as employee salaries, shopping, goods, and services maintenance. Private education is funded by the private sector or donations from the community, individuals, companies, non-governmental organizations, and others. Public funding comes from donations from students' parents, corporate donations, and others.

The education budget is an important component in organizing education and is a key instrument in the process of production or educational service. The country prioritizes at least 20% of the budget from state revenue and expenditure (APBN) and state revenue and expenditure budget shopping area (APBD) to fulfill the need for organization education nationally. However, central and regional governments often translate the 20% education budget with different purposes, leading to multiple interpretations and realizing the budget.

There are two factors that contribute to the lack of allocation of budget education by local governments: the amount of original income areas being small and the commitment to fulfill the allocation 20% budget education not yet being maximum. Despite criticism, the education process and services continue to run as it should. To achieve maximum results, candidate managers need to delve deeper into budget education and manage funds from government and government areas into revenue budgets and shopping areas.

Madrasahs must also consider the cultural and religious aspects of education to produce quality graduates in general knowledge and religion in accordance with national education standards. In accordance with the Constitution Number 20 of 2003 concerning the National

Education System and Government Regulations Number 55 of 2007 concerning Religious Education and Religious Colleges, Madrasahs have their own umbrella law.

Ecowati's Journal Management Education (JMP) reveals that the mechanism for organizing financing education starts from the source of funds itself. SD Islam A Grace Order obtains funding from several sources, including community funds such as tuition fees and financial assistance/grants, and government funds like BOSS. The organizational structure responsible for managing finances in elementary schools is the head school assisted by a teacher who acts as treasurer. After receiving approval from the principal, the foundation and committee evaluate the submitted funds, and the final execution is in the hands of the foundation's treasurer.

The implementation of madrasah education in Indonesia has significantly contributed to the growth of the country's education system, aiming to achieve compulsory education and increase the number of participation schools. As part of the System National Education (Sisdiknas), the number of madrasahs has spread across the country, with over 43,640 pieces in 2011, contributing to the achievement of must study.

To improve the quality of madrasahs, cost management is required, which includes investment costs, operating costs, and personal costs. These costs include the salaries of educators and education staff, educational materials or equipment, and cost operation education, such as power, water, service, telecommunications, maintenance of facilities and infrastructure, overtime pay, transportation, communication, tax, insurance, and others.

This study focused on financing the construction of madrasahs located in three madrasahs: MAN Sibolga, MAS Daruhrahmad Sibolga, and MAS Islamic Sibolga, all affiliated with the city ministry of religion Sibolga. The Ministry of Religion has disbursed Rp. 1,166 million for the Help Operational School (BOSS) for Madrasah stage II since early November 2022. BOS funds are used primarily to finance non-personal activities for unit education base and intermediate as executor programs, and can be used to fund several other activities in accordance with laws and regulations.

The distribution of BOS funds in 2022 will be carried out in stages, with the first stage distributed at the earliest in January at 30%, the second stage distributed in April at 40%, and the third stage distributed in September at 30%. The budget allocation funds BOSS fiscal year 2022 managed by KPPN Sibolga is Rp69.15 billion, with funds distributed to 70,411 students in the region City Sibolga and Regency Tapanuli Middle.

Educational financing management aims to achieve good school quality by managing costs properly and optimally. This involves stages planning, implementation, and supervision financing education. Facility learning is another factor that influences quality schools, as it is a means and infrastructure used by teaching staff to reach objective education. Effective management utilization of facility learning is necessary to avoid waste and ensure the improvement of quality schools.

The management financing of educational institutions is a critical issue that can lead to limited funding, program stalledness, and insufficient support for the institution's vision, mission, and policies. Good governance is essential for educational institutions to avoid deviations and maintain quality. However, there are constraints related to planning facilities, such as adapting to student needs and ensuring adequate funding to support achievement objectives.

Financing is another inhibiting factor in procurement of learning facilities, and supervision should be done by government and school leaders, such as principals and vice principals. A lack of management utilization can result in students feeling less benefit from the facilities provided by schools, leading to a decline in school quality.

To address these academic problems, the author conducted pre-research with indirect observation and detailed observations on the development side of financing educational facilities in the city of Sibolga, specifically in MAN Sibolga, MAS Daruhrahmad Sibolga, and MAS Islamiyah Sibolga, under the affiliation of the Ministry of Religion of Sibolga City. The focus of this research is on development management means and infrastructure education, including planning, implementation, absorption budget, and evaluation.

Management of educational facilities and infrastructure is an effort to ensure high-quality facilities and infrastructure according to needs, efficient funds, and adherence to statutory regulations. This includes effort planning, procurement, inventory, utilization, maintenance, and deletions carried out by school residents, including principals, teachers, students, and guard schools.

The management of facilities and infrastructure at the school level is intended to meet the standards set by the government. This research has potential to find new innovations in the field of educational management, such as analyzing management financing means and infrastructure education using phenomenological context and exploring experiences and perspectives of stakeholders, such as head schools, teachers, students, committee schools, and other related parties.

In conclusion, the study aims to provide valuable insights into the challenges, successes, and needs in managing financing for the development of educational facilities and infrastructure in Islamic Senior High Schools in Sibolga City.

B. LITERATURE REVIEW

Understanding Management

Management comes from Latin, namely from the word *manus* means hand and *agere* which means to do. The words are combined become say *Work manager* Which It means handle. Manager translated into English in the form of the verb to manage, with say object management, and manager for person do management. Finally, management translated to in Language Indonesia become management or management.

According to Hamalik in Connie, “management” is a process which concerns the totality of human endeavor with human assistance others and other sources, using efficient and effective methods. effective to achieve predetermined goals through other people's efforts (Hamalik, 2006, 16-17). According to Hadari Nawawi in Ahmad Zain Sarnoto, management is is activity Which done by manager in manage organization, institution, and also company.

Whereas according to George R. Terry in Mustari, “management” is a process that has unique characteristics that encompass everything actions planning, direction, organizing, and control aiming for determine and reach targets which has been determined through the use of various sources, including human resources and other resources (Terry, RG & Rue, WL, 2011). On basically, definitions about management Which mentioned own equality, and can withdrawn a number of conclusions. First, Management is a process or effort to achieve goals.

has set. Second, management involving A system Work The same with distribution role Which clear. Third, management optimize contributions of people, funds, physical resources and other resources effectively and efficient (Hidayat and Wijaya, 2017).

Based on the various opinions above, management can be defined as a process Which consists of from series activity like planning, organizing, direction, and control/supervision Which done to determine and achieve predetermined goals through the use of various resources. The scope of management activities very broad, starting from how to determine the future direction of the organization, creating organizational activities, encouraging cooperation between members, and supervise activity in reach objective. For reach objective organization effectively and efficiently, management must be fully functional in every organization, Good That in industry, banking, as well as education.

All management activities each other related One The same other. Connection steps management depicted in four function main management that is planning, organizing, actuating and control.

Education Financing

In order to achieve optimal educational goals, one of the things most importantly, namely managing costs well according to needs funds Which required. Administration financing minimum covers planning, implementation, And supervision. Distribution budget need done in a way strategic and integrative between stakeholders' interest (stakeholders) to realize this condition, it is necessary to build a sense of mutual respect believe, Good internal Government and also between Government with public and public with public That Alone can grown. Openness, participation, and accountability in organization education start from planning, implementation, and supervision become words key for realize effectiveness financing education.

Financing education consists of on investment costs, operating costs, and personal costs (Sulistyoningrum, 2010). Investment costs for educational units as meant in on covering cost provision means and infrastructure, development source human power, And capital Work still. More carry on, cost personal covering cost education Which must issued by students to be able to follow the learning process in a way regular and sustainable. Cost operation unit education as referred to include: a) salaries of educators and education personnel as well as all allowance attached on wages; b) material or equipment education finished use; And c) cost operation education not direct in the form of power, water, services telecommunications, maintenance of facilities and infrastructure, Money overtime, transportation, consumption, tax, insurance, And other and so on (Sulistyoningrum, 2010).

Educational Facilities and Infrastructure

The Great (2007:49) to argue that means education is equipment and equipment that is directly used and supports the process education, especially the teaching and learning process such as: buildings, classrooms, tables, chairs, and learning tools and media. What is meant by educational or teaching infrastructure in the learning process, such as: school yard, school garden, school park, and road to school. Syahril (2005:2) explains that facilities are elements that are direct support or used in implementation an activity, in implementation of the teaching

and learning process. These elements can take the form of: tables, chair, chalk, board writing, teaching aids and so on.

Furthermore, Sulistiowatio (2006) argues that "Educational facilities are equipment and equipment Which in a way direct used in support the educational process, especially the teaching and learning process, such as buildings, classrooms, tables and chairs, as well as teaching tools and media, including Which meant with infrastructure education is facility Which No direct support the way process education or teaching, like page, garden, park school, road going to school. But if used directly for the teaching and learning process, such as parks school for biology teaching, school yard as well as for field exercise body, component it is educational facilities".

So, means and infrastructure education will call educational facilities If this term is adopted into Indonesian, it will be educational facilities, educational facilities mean everything (tools and goods) Which facilitate (give convenience) in to organize activity education. There is five factor important Which there must be on process Study teach that is: Teacher, students, objective, material and time. The absence of just one of these factors makes it impossible happen teaching and learning process. With 5 factor the, learning process Teaching can be implemented even though sometimes with poor results minimum also. Results the can improved if There are means support, that is factor facilities/facilities And Infrastructure Education. Understanding management facilities and infrastructure are mostly issued based on working conditions and work environment based on work needs. Definition means and infrastructure Also Lots interpreted Good by individual and also institution official Which arrange special means and infrastructure. Means Education is equipment and equipment Which in a way direct used in the learning process, such as buildings, classrooms, tables and chairs, and teaching media. As for educational infrastructure, it is a facility that in a way No direct support the way process teaching, like page, garden, park school, and Road going to. If infrastructure That used directly for teaching and learning processes such as parks school to teach biology or school yard to become a field sport, so component the changed position become means education.

C. METHODS

This study aims to identify and analyze deep problems related to management financing development education in Madrasah Aliyah in Sibolga City. The qualitative research method is chosen because it allows for a rich and deep understanding of stakeholders' experiences, perceptions, and views on educational financing management. Data collection will involve in-depth interviews, participant observation, and document analysis. Interviews will provide a deep understanding of stakeholders' perspectives and experiences related to educational financing management. Participatory observation will allow for direct observation of process implementation programs and interactions in Madrasah Aliyah. Analysis documents will include reviews of financial statements, policies, and program plans.

The study aims to identify challenges and constraints faced by Madrasah Aliyah in management financing development education and provide recommendations for sustainable improvement. Qualitative research methods provide a comprehensive description of reality about financing for the construction of educational facilities in Sibolga City. Data collection

should be done by the researcher directly, and there are four types of qualitative data collection: observation, interviews, documents, and audio-visual tools.

Data processing in qualitative research starts from the initial process collection data and information implementation until all collected data is collected. Validity of data can be checked using credibility tests, transferability, dependability, and confirmability. For the case study of "Character education of teenagers from broken families" home, validity data includes credibility, transferability, dependability, and confirmability.

D. RESULTS AND DISCUSSION

Planning management financing in context development means and infrastructure education on Madrasah Aliyah in City Sibolga.

Financial management planning is crucial for the fulfillment of educational needs at Madrasah Aliyah in Sibolga City. The madrasah should consider various factors, including planning source funds, allocation funds, standard priority use, and leader involvement. Source funds come from various parties, including the central government, Ministry of Religion, school committees, parents, and external sources like BANK North Sumatra, DPRD, and businessman City area Sibolga. Allocation funds are allocated according to the Plan Output Budget (RKA), which reflects joint agreement for the use of funds according to needs and priority.

Standard priority funds focus on financing the needs of the madrasah as a whole, including investment in development infrastructure, maintenance routines, and improvement means. User funds, such as committee school and guardian students, play a significant role in budget planning and management, providing valuable input and ensuring transparency and accountability.

In conclusion, financial management planning at Madrasah Aliyah in Sibolga City Islamic Senior High School involves synergy between diverse sources of funds and planned management, supporting the provision of education and development facilities efficiently and sustainably.

Implementation management financing development means and infrastructure education At Madrasah Aliyah in Sibolga city.

The implementation of financing management for the development of facilities and infrastructure education in Madrasah Aliyah city Sibolga demonstrates a dynamic approach tailored to each institution's needs and context. The role of the head, vice head, treasurer, and teachers is crucial in the success process, as they actively manage source power finance from various sources such as School Operational Assistance (BOS), student tuition fees, grant funds, and support from stakeholders. This creates synergy between all parties, leading to efficient and effective fund management.

The fund transfer process prioritizes urgent needs, especially maintenance, improvement facilities, and expansion opportunities education. Teachers play a key role in identifying real needs at the classroom level and directing source power to the direction that most supports student learning. This approach reflects Madrasah Aliyah's commitment to improving educational infrastructure and creating conducive learning conditions optimal for students.

Three madrasahs, MAN Sibolga, MAS Darurahmad Sibolga, and MAS Islamic Sibolga, demonstrate commitment to transparency, accountability, and efficiency in handling asset finance. Their approach involves active involvement of all parties, including leadership, school treasurer, staff administration, staff teacher, committee school, and guardian students.

Targetted fund transfer processes ensure efficient allocation of funds based on priority needs, ensuring that every rupee invested has the maximum impact on progress education and welfare students. The focus on improving facilities strengthens the attractiveness and reputation of the madrasah in the eyes of stakeholders, including parents, the surrounding community, and prospective students.

In conclusion, Madrasah Aliyah in Sibolga has a holistic and diverse approach to financing management, focusing on improving facilities and creating an educational environment that allows students to develop holistically and reach their full potential.

Absorption of budget for financing the development of facilities and infrastructure education at Madrasah Aliyah in the city of Sibolga.

Budget absorption is a crucial indicator of the efficiency and effectiveness of development financing management planning for educational facilities and infrastructure. It involves the ability to use budgets set to achieve planned outputs in a timely manner, and is related to performance budgets. The process of absorbing financing budget at Madrasah Aliyah in Sibolga is influenced by factors such as process budgeting and monitoring.

Man Sibolga, MAS Darurahmad Sibolga, and MAS Islamiyah Sibolga demonstrate effective coordination in the implementation budget, with structured information about fund allocation for various purposes. This collaboration ensures that learning needs are met efficiently, reflecting a shared commitment to improving quality education. Transparency in appointment budget data is also a focus, with detailed information presented in a structured manner.

Strict supervision of budget absorption is carried out by Madrasah Aliyah in Sibolga City, with the key role of the treasurer being to ensure funds are used in accordance with the plan budget. Concrete steps such as Payment Order (SPM) and Fund Disbursement Order (SP2D) are crucial for ensuring efficiency and accountability in the use of funds.

Madrasah Aliyah in Sibolga City shows commitment towards transparency, accountability, and efficiency in the management of funds for development means and infrastructure education. Collaboration between school leaders, committees, and related parties is the main foundation for reaching desired results in accordance with the plan budget.

4.1 Monitoring evaluation management Financing means and infrastructure facility education at Madrasah Aliyah in the city Sibolga.

The financing of educational facilities and infrastructure is crucial for improving the quality of education in educational institutions. To ensure efficient and effective management financing, a process monitoring evaluation is necessary. The CIPP Model can help schools ensure that financing management is carried out wisely, responsively, and supportively, focusing on comprehensive educational goals. Three madrasahs in Sibolga City, MAN Sibolga, MAS Darurahmad Sibolga, and MAS Islamiyah Sibolga, demonstrate strong commitment to monitoring and managing financing for the development of facilities and infrastructure.

MAN Sibolga emphasizes the importance of evaluation in use of funds development, with regular reporting demonstrating transparency and accountability. MAS Daruhrahmad Sibolga emphasizes the importance of evaluation in use of funds development, with process evaluations involving reports and a focus on relevance and planning finance.

MAS Islamic Sibolga prioritizes development facilities that support students' comprehensive learning experience, with monthly evaluations and involvement from all parties. Collaboration between all relevant parties is essential for successful management of funds from the community for schools. Effective communication from stakeholders, accountability in management financing, and transparency in development activities are key factors for institutions to succeed in managing funds from the community.

In conclusion, monitoring evaluation management financing means and infrastructure facility education is a complex and structured process. The CIPP Model can help schools ensure that fund management is carried out wisely, responsively, and supports comprehensive educational goals.

E. CONCLUSION

Based on analysis Exposure data and findings study can concluded research result as follows.

- a. The planning and management of financing for the development of facilities and infrastructure in Madrasah Aliyah City Sibolga involves identifying costs and resources. This involves analyzing activities such as development, maintenance, and infrastructure needs. The City of Madrasah Aliyah Sibolga can use process identification as a starting point in managing funding sources. Funds for the school include government assistance, Ministry of Religion proposals, contributions from school committees, parental support, grants or sponsorships from external parties like BANK Sumut, government area (DPRD), and local entrepreneurs.
- b. The study focuses on the implementation of financing management for the development of educational facilities and infrastructure at Madrasah Aliyah in Sibolga City. It reveals that each madrasah has unique approaches, demonstrating adaptability to specific needs and challenges. The success of management financing relies on active involvement from all parties, including the head, vice head, treasurer, and teachers, to ensure efficiency in managing source power finance. These findings provide a clear picture of concrete efforts and effective management financing for the development of educational facilities and infrastructure at Madrasah Aliyah in Sibolga City.
- c. The Absorption budget financing for development and infrastructure education at Madrasah Aliyah in Sibolga demonstrates a comprehensive approach to determining development priorities and appropriate allocation of funds. Transparency in appointment data budgets and strict process supervision, including the responsibilities of the madrasah treasurer and concrete initiatives like SPM and SP2D, demonstrate a commitment to effectiveness and accountability in the context of budget allocation for development means and infrastructure education.
- d. The study focuses on the management of financing for facilities and infrastructure education at the Madrasah Aliyah in Sibolga. Key aspects of success include the involvement of a special team, particularly the active principal, in managing

development and process evaluation. Active involvement of all parties, especially teachers, in management and infrastructure is crucial for adapting to changing needs and conditions. Monthly process evaluations create a cycle that allows for adaptation to changing needs. Internal meetings are also highlighted for planning maintenance facilities, involving madrasah leaders, administrative staff, and external parties. The focus is on improving facilities to increase the overall quality of education and create a conducive learning environment. The findings highlight the commitment to monitoring and evaluating financing management for the development of facilities and infrastructure.

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