

Educational Governance And Management In Man Binjai

San Putra¹, Arif Rahman², Maslina Siagian³, Jamal Thahir Karo-Karo⁴

¹Institut Syekh Abdul Halim Hasan Binjai

^{2,3,4} Universitas Negeri Medan

sanputra@ishlahiyah.ac.id;

arifrahman@unimed.ac.id;

maslina.siagian@gmail.com;

thahir1297@gmail.com

ABSTRACT

Many schools use School Based Management to manage and administer the education system. One that uses this is MAN Binjai. This management is carried out as a form of educational focus in schools in order to manage school needs in accordance with the environmental conditions of each school. MAN Binjai implements School Based Management in the management or operations of its schools. This research is a type of qualitative research using the case study method using observation, interview and documentary data collection techniques. The research was carried out using data validity tests which include reliability tests, transferability tests, durability tests and confirmatory tests. The research results show that the implementation of school management takes place through the application of school management principles. The principle of independence arises in giving schools the right to organize and manage the economy independently or without other parties. The principle of partnership occurs when a school collaborates with various parties to get support for its programs. The principle of participation is proven by the active participation of stakeholders in the decision-making and policy-making process. Based on the research results obtained, MAN Binjai implements School Based Management by applying 3 principles, namely the principle of independence, the principle of cooperation and the principle of parental participation.

Keywords: Governance, Schools, Management, Education

ABSTRAK

Banyak sekolah yang menggunakan Manajemen Berbasis Sekolah untuk mengelola dan mengelola sistem pendidikan. Salah satu yang menggunakan hal ini adalah MAN Binjai. Pengelolaan ini dilakukan sebagai wujud fokus pendidikan pada sekolah dalam rangka mengelola kebutuhan sekolah sesuai dengan kondisi lingkungan sekolah masing-masing. MAN Binjai menerapkan Manajemen Berbasis Sekolah dalam pengelolaan atau operasional sekolahnya. Penelitian ini merupakan jenis penelitian kualitatif dengan menggunakan metode studi kasus dengan menggunakan teknik pengumpulan data observasi, wawancara dan dokumenter. Penelitian dilakukan dengan menggunakan uji keabsahan data yang meliputi uji reliabilitas, uji transferabilitas, uji ketahanan, dan uji konfirmatori. Hasil penelitian menunjukkan bahwa pelaksanaan manajemen sekolah berlangsung melalui penerapan prinsip-prinsip manajemen sekolah. Asas kemandirian muncul dalam pemberian hak kepada sekolah untuk menyelenggarakan dan mengurus perekonomian secara mandiri atau tanpa pihak lain. Prinsip kemitraan terjadi ketika suatu sekolah bekerjasama dengan berbagai pihak untuk mendapatkan dukungan terhadap program-programnya. Prinsip partisipasi dibuktikan dengan adanya partisipasi aktif para pemangku kepentingan dalam proses pengambilan keputusan dan pengambilan kebijakan. Berdasarkan hasil penelitian yang diperoleh, MAN Binjai menerapkan Manajemen Berbasis Sekolah dengan menerapkan 3 prinsip yaitu prinsip kemandirian, prinsip kerjasama dan prinsip partisipasi orang tua.

Kata Kunci: Tata Kelola, Sekolah, Manajemen, Pendidikan

A. INTRODUCTION

Increasing the creativity and quality of an organization, especially a school organization, requires a strategy because a strategy is a plan implemented to achieve a goal (Mukhtar, 2015). Various definitions of strategy in the Big Indonesian Dictionary can be interpreted as: 1) the science and art of using all the resources of a country to implement certain policies in war and peace, 2) the science and art of military leadership in war and peace. Fighting an opponent in war would be advantageous under certain conditions.

School-Based Management regulates the school's needs according to its conditions. The differences in the needs of each school will make it easier to implement School-Based Management (Pratiwi, 2016). Schools have their own school management bodies and school management is carried out in such a way that education in schools takes place according to predetermined standards.

Aliyah Madrasahs often lack facilities and infrastructure, but there are madrasahs that are able to compete and have quality (Huda, 2016). This is an extraordinary thing for school leaders, teachers and stakeholders who can optimize existing resources and do things better. The importance of a school system that is implemented with a modern Islamic nutritional system such as Madrasah Aliyah will be much better than schools that do not. using this system (Talia, et al, 2022).

Good cooperation in implementing the vision and mission is also lacking so that there are often differences in achieving the vision and mission, or negligence in carrying out duties (Nurcahyo, 2016). Because the principal does too much work, for example he rarely carries out classroom supervision or administrative supervision, so the management deletes a lot of teacher data and does not take into account teachers who are full of creativity and innovation, causing the more specialized education in madrasahs to be inferior.

Education management is carried out for planning, organizing, directing, monitoring and evaluating education to achieve goals effectively and efficiently (Asmono, et al, 2022). Therefore, according to the definition above, management is a chain that starts from a plan to identify and organize goals. Management usually includes planning, directing, supervision in the form of controlling and evaluating the results of activities carried out as a guide in carrying out these activities (Suawa et al, 2021). Management has a fundamental or guiding role so that school education can be carried out well and prepare appropriate plans for the implementation of education. School management in schools needs to be carried out with the participation of all parties in the school environment, thereby bringing freedom in school management (Trihantoyo, 2015).

The facilities and infrastructure at Madrasah Aliyah are different from other state schools. Because lack of facilities is one of the weaknesses of Madrasahs, problems will arise such as low public trust in Madrasahs and low student interest (Rahman & Akbar, 2021). Continuing education in

schools and the learning process lacks quality due to lack of infrastructure. One of the factors that improves education and grows people's self-confidence is the provision of educational opportunities, because every classroom requires concentration and other environments that will facilitate student learning (Pritama, 2015). In terms of funding, most of the students who enter madrasas are students who are not accepted into state schools or public schools, so that madrasah aliyah is the second choice compared to children who do not attend school (Bustomi, 2011). There are still people who do not trust madrasas, so that in their teaching activities they often ignore students' obligations to the school, for example financially, even though most of the financial resources are provided by the government. Different from other schools.

Madrasas have the right to regulate, decide and be responsible for all school activities in accordance with the school's terms and conditions. SBM should make it easier for schools to improve school quality. School-based management is nothing new in the world of education, but it is hoped that with the implementation of SBM, schools will be more proactive in decision making and school management. Implementing School-Based Management is an alternative that needs to be developed to overcome various problems that exist in schools

One of the problems in school management is the leadership of the school principal which is not optimal, this can also be seen in research conducted by (Risamasu, 2017), showing that the school principal does not intervene at all in this problem. , or even thinking about it. It is not only educators or parents who make decisions regarding transparency, school principals are also said to be less honest in their behavior and less transparent in various matters related to school governance principles, both of which are clear to teachers. and school management. This problem is contrary to the principles of School Based Management or SBM, namely the principles of participation, openness and cooperation in school management.

Departing from these problems, this research aims to understand school management or SBM-based youth school management, especially to understand schools' efforts to apply SBM principles in school management. The success of implementing School-Based Management is demonstrated through the application of School-Based Management principles in school management (Ministry of National Education, Culture, Research and Technology, 2021).

B. METHOD

Qualitative research methods were used in this research. This type of qualitative research was carried out because of the need for naturalistic research and current conditions in the field. The case design in this research is the application of SBM principles in school management at MAN Binjai. using a case study design. Case studies are studies that examine informants and events related to one or more individuals in a research setting. To facilitate data collection, it is important

to carry out field research, especially at MAN Binjai. Data collection begins at the pre-research, research and post-research stages.

The data collection technique uses three techniques, namely observation, interviews and notes. Data analysis techniques in research use the Miles & Huberman interactive data analysis model. (Miles and Huberman, 1994) states that the interactive data analysis process includes the stages of data collection, data presentation, and termination or verification. Data validity testing is carried out using research evaluation techniques, applying data validity techniques based on certain criteria so that the research data is valid. This research uses data validity testing, using data validity testing techniques which include: (1) reliability testing using the source triangle and technical triangle, (2) transferability testing or so-called transferability, (3) reliability testing or so-called reliability (4) Confirmation testing or what is usually called Mandarin accuracy or objectivity.

C. RESULTS AND DISCUSSION

Madrasah Governance

MAN Binjai has several stages of madrasa management, the stages are:

1. Planning

Strategic planning carried out by MAN Binjai includes three types of planning, namely work plan schedules, planning formulations and planning objectives. The progress of the work plan, planning and planning objectives are linked in the planning plan. Various stakeholders are involved in preparing the work plan or strategic plan, including school principals, TU, teachers, institutions and school committees. Therefore, in preparing this strategic plan, a strategic analysis of various factors that can influence the direction of school policy is required. SWOT analysis is used in the analysis carried out in this strategic plan. The researcher stated several analytical objectives mentioned in the MAN Binjai article: strategic analysis of the geographical environment of the madrasah, demographic environment, socio-economic environment of the community around the madrasah and the parents of students attending the school. two schools. I am studying at a madrasa. Including community culture and local government regulations have a direct influence on the development and quality of madrasas.

2. Application

The strategic implementation carried out by MAN Binjai includes three types of implementation, especially instruction, training and assessment. Implementation in both schools requires the commitment of the entire school community. It is hoped that writers, teachers and other parties can improve the quality of madrasas in the future.

3. Monitoring

The monitoring carried out by researchers at MAN Binjai must be carried out to carry out maintenance work carried out in these two areas because if you consider the events that occur in the area, they can be classified into operational plans, certain programs. The process is measurable, because it is averaged from beginning to end. can be implemented in practice, meaning that the level of program performance can be measured and is very accurate. Although some program implementations go far beyond initial plans, under certain conditions many plans will evolve and develop as they adapt to new policies, new requirements, new directions that suit current urgent needs.

Education Management at MAN Binjai

1. Efforts to apply the principle of independence

Based on the background that has been explained, the results of this research were obtained from research carried out by analyzing data and checking the validity of the data. Based on the research results, it is known that this research aims to determine MAN Binjai's efforts in implementing the principles of School-Based Management. Strive to apply these principles; This includes three principles: research on the application of the principle of independence, research on the application of the principle of cooperation, and research on the application of the principle of participation.

MAN Binjai has repeatedly attempted to achieve school independence. School independence focuses more on managing the financial resources received by the school. MAN Binjai's efforts to realize the principle of independence include:

- a. Operating business units to generate financial income, schools/private sectors employ individuals to manage school canteens/school cooperatives by renting out canteens as a source of income for school funds
- b. Seek ongoing support from the government through the preparation of RKAS work plans or school budgets to obtain BOS funds. The preparation of the RKAS is carried out together with the party responsible for the RKAS.
- c. Strengthening the role and function of the school board in the field of finance through collaboration with the school board. The school board participates in financial planning at MAN Binjai.
- d. One of the school programs that allows graduates to get financial input by collaborating with alumni to implement school programs is the construction of a school mosque to improve school floor infrastructure.

- e. Instilling an entrepreneurial spirit by implementing entrepreneurship programs among students,
- f. Increasing human resource capacity to support fund management capacity, especially through holding seminars to increase school fund management capacity.
- g. Work with organizations or communities to support programs in schools

2. Trying to apply the principle of cooperation

MAN Binjai seeks partnerships that begin with good collaboration with internal parties, such as the school public relations team, and external parties who work together to support school programs.

- a. Build and optimize the school public relations team by establishing standard operating procedures and creating an SC or school public relations team decision letter containing the activities and performance results of the school public relations team's activities.
- b. In creating a school website, the school website is used as a source of useful and effective information about the school website.
- c. Socialize school programs through the school website and various social media such as Instagram, Facebook, and YouTube. The account used is the official MAN Binjai account.
- d. Coordinate with parents in fundraising for the committee
- e. Sign cooperation agreements with many organizations or other partners

3. Efforts to apply the principle of participation

MAN Binjai strives to practice participation, enabling the creation of an open and democratic environment where school residents and stakeholders are directly involved in the provision of education. School community participation in school management must pay attention to expertise, limits of authority, and adherence to participation goals.

- a. Develop regulations and instructions, especially preparing standard operating procedures or standard operating procedures on how to participate in school activities
- b. Providing engagement tools and communication channels by holding meetings or gatherings with parents as a means of engagement to communicate with parents.
- c. Transparency with stakeholders and implementation care about togetherHelp for students
- d. Including stakeholders based on their order of importance, such as implementing school programs by involving teachers, lecturers, students and parents in school program activities

Discussion

School independence is the school's right to organize, manage and be independent/not always dependent on other parties. School independence in planning, implementing and monitoring school program evaluations. According to (Usman, 2013), the principle of independence is a principle of school management. According to (Sagala, 2013), independence in carrying out and carrying out school management explains that schools have greater independence and develop according to the conditions and needs of stakeholders. According to the announcement above, an independent school is a school that can provide its own educational needs in accordance with school conditions. MAN Binjai achieves management independence by developing business units to generate financial income, such as managing a healthy and cooperative canteen, as well as collaborating with other parties to obtain financial support from parents of students and graduates.

"The independence demonstrated in planning, implementing and monitoring/evaluating school programs is a benchmark for school independence in implementing SBM." In line with the views above, MAN Binjai strives to be independent in school management according to SBM principles. Realizing independence in organizing and managing the household, especially in managing investment and operational costs, by preparing guidelines related to financial standards set out in the RKAS Action Plan or RKAS Action Plan, receiving funding from outside BOS funds. school budget and conduct independent assessments. In planning, implementing and monitoring or evaluating school programs by a number of stakeholders to improve their role and function in school management.

Efforts to achieve independence at MAN Binjai are in line with the supporting guidelines for school management based on MBS, namely the first point to achieve independence, namely the development of business units or income-generating units to generate financial income. MAN Binjai has a healthy canteen which is rented to internal and external organizations. The funds obtained will be used to increase the school's financial income. 2007) 2.8 on the management capacity aspect of managers. This paper must manage school/madrasah relationships in the community in the context of seeking school support, ideas, educational resources, and finance.

The aim of achieving SBM independence is to seek sustainable financial support from local governments. This is stated in the Education Management Standards Regulations for Primary and Secondary Education Units Number 19 of 2007, Department of National Education of the Republic of Indonesia (2007); This article highlights how schools/schools prepare investment guidelines and manage operational costs. referring to financial standards, in this case the principal of MAN Binjai prepares the RKAS or school budget activity plan for 1 academic year by inviting the person responsible for preparing the RKAS whose aim is the preparation of the BOS. Capital from the regional government, RKAS is a proposal to receive BOS capital, so that RKAS is carefully

prepared in its preparation.

The implementation of independence that must be carried out by schools, in accordance with the Regulation of the Minister of Education of the Republic of Indonesia Number 19 of 2007, will currently increase the role and function of school committees in the financial sector. finance. Reaching parents, community committees and schools/madrasahs regarding Educational Administration Standards in Primary and Secondary Education Units (2007), namely those responsible for “Responding to respond to the interests and needs of different communities and mobilizing community resources for different purposes.” be consistent with these points. A general school committee meeting is held at the school to discuss the financial situation, income and expenses, and school activities. Whole school meetings are held as a form of communication between the school, school board and parents.

In the Education Management Standards Regulations for Primary and Secondary Education Units Number 2007, Ministry of National Education of the Republic of Indonesia (2007), the committee collaborates with parents, the community, the community and schools/madrasahs to address these interests. and different community needs and mobilizing community resources. This is done by the Principal of MAN Binjai in collaboration with graduates to generate financial income which will be used for developing school facilities, especially for repairing the mosque house at MAN Binjai. alumni and schools. outside.

The realization of independence as well as the development of an entrepreneurial spirit is proven by the running of the MAN Binjai school cooperative's healthy canteen activities for MAN Binjai students. Number 13 of 2007 (2007) concerning School/Madrasah Core Standards has a business sense to manage School/Madrasah production/service activities as a learning resource for students in this country.

At MAN Binjai, human resource capacity to support fund management capacity was increased, demonstrated through a fund management workshop held for MAN Binjai teachers. Even though not everyone is involved in fund planning at MAN Binjai, teachers are expected to have a general understanding of fund management in accordance with Minister of Education Regulation Number 13 of 2007 concerning School Principal/Madrasah Standards (2007). Manage teachers and staff for optimal utilization of human resources.

Other efforts to increase financial income and improve school programs are regulated in Minister of Education Regulation Number 13 of 2007 concerning School/Madrasah Standards in the Management of School-Madrasah Relations (2007) of Education of the Republic of Indonesia. At MAN Binjai, the community and communities in order to seek support for ideas, learning resources and funding for schools/madrasahs are realized by establishing various partnerships as evidenced by memorandums of understanding or memorandums of understanding with various

parties such as the Lamongan Regional Bank. as well as partners. as a place to manage foundation income or collect funds from students.

This effort is an effort by the school to apply the principle of independence in carrying out school management in accordance with the SBM-based School Implementation Guidelines in accordance with the School Principal/Madressa Standards contained in the Minister of National Education Regulation Number 13. . Ministry of National Education 2007 and Education Management Standards Regulation no. 19 of 2007. 2010.

What's more, it's a collaboration Collaboration in school management, the principle of school management, is a form of cooperation between schools and stakeholders to improve themselves loyalty, Caring for, owning and supporting the community, especially spiritual, intellectual, energetic and financial support. Satrio (in Sagala, 2013: 243) explains that "MBS has partners who represent the surrounding community called the school committee." MAN Binjai collaborates with stakeholders, including internal parties, such as optimizing school public relations for school advertising activities and the use of social media. The community collaborates with school administrators by creating and optimizing school publications. Providing effective and efficient information opportunities to the community through the creation of a school website. Develop and implement application management information systems in teaching and school management. Strengthen the existence of the organization by carrying out promotions that will bring maximum support from the community. Increase cooperation by establishing networks with other parties to support school programs.

MAN Binjai strives to create collaboration between schools by establishing the best relationships with the school community. This is in accordance with the Regulation of the Minister of Education of the Republic of Indonesia Number 19 of 2007 concerning Education Management Standards in Primary and Secondary Education Units. MAN Binjai optimizes public relations by completing main public relations tasks and creating a suggestion box as a means of fulfilling the wishes of school stakeholders.

MAN Binjai runs events and carries out promotions, as evidenced by the use of social media for promotional purposes; MAN Binjai has official social media accounts including Facebook, Instagram and other social media accounts. This is in accordance with the Regulation of the Minister of National Education of the Republic of Indonesia Number 19 of 2007 regarding Education Management Standards in Primary and Secondary Education Units.

The aim of implementing an SBM-based school management partnership is to collaborate with other parties in the commercial sector to achieve funding income as determined in the Regulation of the Minister of Education of the Republic of Indonesia No. 661. Decree Number 19 of 2007 concerning Educational Management Standards for Primary and Secondary Education

Units, (2007) Head of School/Madressa, namely the school/Madressa council which focuses on important areas and collaborates with parents, students and the community. Different community requirements are met and community resources are activated. Currently MAN Binjai is trying to coordinate with the school to provide financial assistance to students' parents. These financial contributions go into the school board's funds. These funds are determined based on a joint agreement between the school, the committee and the students' parents.

MAN Binjai collaborates with various interested parties to support programs at MAN Binjai, including a number of private classes in Lamongan. The secondary education unit was proven by the existence of a Memorandum of Understanding (MoU) in 2007, specifically to strengthen cooperation by creating a wider network with many domestic and foreign parties.

These studies are the school's efforts to apply the principle of cooperation in implementing school management in accordance with the SBM-based School Implementation Guidelines based on the School Principal/Madressa Standards of the Ministry of National Education. Regulation Number 13 of 2007 and Education Management Standards Regulation Number 19 of 2007 of the Department of National Education. 2010.

Participation is a principle of School Based Management. Participation is a process where stakeholders actively participate in decision making, policy making, planning, implementation and monitoring/evaluation of education in schools. Sagala (2013) quoted in (Reza, 2020) stated that increasing community participation was achieved through the formation of school committees as a forum for responding to the aspirations of stakeholders regarding achieving quality education goals. MAN Binjai creates and maintains written guidelines that regulate various aspects of management. MAN Binjai builds relationships with parents to provide support by giving parents or guardians the opportunity to convey their wishes.

Facilitate the development and implementation of a school-supported educational vision in partnership with parents, the community, and the school board in building support for school programs. MAN Binjai involves schools, school committees and the community to support school programs.

MAN Binjai has developed efforts to carry out assignments by establishing assignment guidelines and procedures, as evidenced by the establishment of SOPs or standard operating procedures for each activity based on its responsibilities. The main tasks are carried out in accordance with Ministerial Regulation Number 1 of the State. 2007 Number 19, (2007) concerning Educational Management Standards for Primary and Secondary Education Units in the Republic of Indonesia, (2007) as long as it establishes and contains guidelines that regulate management aspects in a text format that is easy to read by stakeholders.

MAN Binjai holds regular meetings with student representatives or parents to ensure their

participation in school. In accordance with the Education Management Standards Regulations in Primary and Secondary Education Units Number 19 of 2007, Ministry of National Education of the Republic of Indonesia (2007), especially intensive support in communication from parents, students and the community. MAN Binjai holds regular meetings to respond to community requests for input or criticism of the school.

MAN Binjai carries out advocacy, transparency and stakeholder activities. MAN Binjai carries out advocacy, transparency and implementation activities for teachers and students. In accordance with the Regulation of the Minister of National Education of the Republic of Indonesia Number 19 of 2007 concerning Education Management Standards in Primary and Secondary Education Units (2007), creating conditions that support the development, socialization and implementation of the educational vision. This is well communicated and supported by the school/madrasah community.

In an effort to realize participation by involving stakeholders according to their interests and capacities, MAN Binjai implements school programs by involving educators, teaching staff, students and parents to increase participation in the implementation of school programs. The concept of collaborating with parents and the community is contained in the Education Management Standards Regulations for Primary and Secondary Education Units Number 2007, Ministry of National Education of the Republic of Indonesia (2007). and school/madrasah committees respond to community interests and diverse needs and mobilize community resources.

These studies are an effort to apply the principle of participation in the implementation of school management in accordance with the School Principal/Madressa Standards contained in the Minister of National Education Regulation Number 13 and in accordance with the SBM-based School Administration Learning Instructions. Regulation of the Minister of National Education Number 19 of 2007. Regulation of the Minister of National Education of 2010 concerning Educational Administration Standards

D. CONCLUSION

The governance and management of secondary schools at MAN Binjai is running well. - Management is based on the principles of independence, cooperation and participation. The principle of independence is applied by schools that are organizationally and financially independent. Research on the application of the principle of independence was carried out by schools through 7 studies. The principle of partnership is demonstrated by the school's collaboration with various parties to support school programs. Collaboration is carried out with various parties, namely internal and external school units. Efforts to apply the principles of cooperation were carried out through five studies. The principle of participation emerges when stakeholders actively

participate in the decision and policy making process. Various parties are involved in this process, such as students, teachers, teaching staff, school boards, and parents. Participation is carried out with the aim of getting full support from these parties.

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