

School Based Management in Improving Students' Skill Competence TKR Expertise Concentration SMKN 1 Bendo Magetan

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ABSTRACT

School-based management (SBM) is an approach that gives autonomy and responsibility to schools in managing resources to improve the quality of education. This study aims to explore the implementation of MBS in improving student competencies in the Light Vehicle Engineering (TKR) expertise program at SMKN 1 Bendo Magetan. The research method used is descriptive qualitative with data collection through observation, interviews, and documentation. The purpose of this study is generally to determine the activities of the management process of teaching staff in improving professional competence at SMKN 1 Bendo Magetan. This research uses qualitative research and case study design. Data collection techniques used in this research are interviews, observation and documentation. The substantive findings of this research are (1) Curriculum Management and Competence of learning program management expertise of both teachers and students. (2) Student management to improve the competence of students majoring in TKR in forming students who are ready to work through additional activities and practical hours, students are given Islamic religious values such as reading walqiah, BTQ, praying in congregation so that the quality of education is truly as expected both for the students themselves and when they work in the midst of society. (3) Management of Facilities and Infrastructure. school facilities and infrastructure is one of the components in the school system. therefore its existence must be in harmony with other components. n increasing the competence of the expertise of the students, SMKN 1 Bendo Magetan provides additional hours for students and increases the practice of field work for students to be able to be competitive and can keep up with existing developments. Because in addition we cooperate with several MOU companies such as PT, CV the school also makes a Special Work Exchange (BKK) is an institution formed to support the expertise competence of students majoring in TKR

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1. INTRODUCTION

The high demand to produce competent and work-ready graduates encourages schools to improve the quality of education. SMKN 1 Bendo Magetan as a vocational education institution must utilize School-Based Management to improve the quality of education, especially in the TKR expertise program. This study aims to analyze the implementation of MBS in improving the competence of TKR students. The Automotive Light Vehicle Engineering Department at SMK opens the door to a bright career in the automotive world. With a focus on technical and business skills, this program equips students with the in-depth knowledge and practical skills needed to become experts in maintaining, repairing, and managing light vehicles. (<https://site.smkn1bendo.sch.id/melangkah-ke-depan-dengan-teknik-kendaraan-ringan-otomotif-tnkr-di-smk/>)

In general basically education is form investment Which worth tall Which Can support the development of a nation through effort increase quality source Power human being. Key progress of a country is education That Alone, Where referring to on study control quality education obtained results lower education play a role vital For realize quality development source Power man (Aprilianto, Sirajuddin, & Afif, 2021; Azizah, Jariah, & Aprilianto, 2023; Fauzi & Dear Sir, 2024). Education play a role crucial in effort improvement quality source Power man. Past education this is it somebody Can become intelligent, Can hang out with public with Good, have attitude life Which Good, have skills, as well as Can help person other or himself Alone (Abusin, Aliani, & Rofiq, 2021; Creative Commons Attribution-ShareAlike 3.0 Unported License & Rofiq, 2022; Mr. Nizzam, Fatima, & Rofiq, 2022). Education is A investment Which Can profitable in a way personal and social Which Can make individual Which concerned become man Which have degrees as well as capable become nation Which dignified (Kartiko, Zuana, Sirajuddin, Rofiq, & Thank you, 2020; Dear God, Mr. & Dear, 2022; Sirajuddin, Ashlahuddin, & Aprilianto, 2022).

Education also plays a prominent role in efforts to improve human resources (HR). Therefore, it is important to focus on improving the quality of education for national development (Santosa & Devi, 2021). Quality education can be achieved in quality schools which will eventually produce quality HR as well. Basically, the true power of reform is rooted in the quality of HR, having views, transparency, and a far-sighted vision that not only upholds group interests and personal interests, but also always prioritizes the interests of the state and nation (Bahri & Arafah, 2020). Talking about improving the quality of human resources, of course education plays a crucial role. Efforts to improve the quality of education are a process that is also interconnected with improving the quality of human resources. Therefore, educational institutions are needed that can face the current challenges (Ikramullah & Sirojuddin, 2020; Muslimin & Kartiko, 2020; Sirojuddin, Aprilianto, & Zahari, 2021).

Schools that are given the authority to regulate their operations include the school's right to regulate various potentials within it. This is something important for schools in seeing the differences in characteristics between schools. The impact of how effective School-Based Management (SBM) is on educational goals, especially the realization of school programs, must be known from the start, this is done so that the strengths that must be maintained and the weaknesses that must be fixed are known. Regarding the assessment of how effective the implementation of SBM is, the criteria are that it is necessary to view schools as a system that includes Input-Process-Output (Fattah, 2004; Mulyasa, 2003; Ro'is & Rokhman, 2021; Rokhman & Amami, 2021; Rokhman, Usman, Usman, Kassim, & Muslihun, 2023).

The implementation of the process and evaluation since the beginning will be able to determine how successful the implementation of the MBS is. The centralized education management as before is

certainly not the same as school-based education management. This MBS involves all elements and also provides broad autonomy to schools (Ratih & Muharom, 2021). This demand is related to the renewal of the education system, such as the preparation of graduate competency standards, the renewal of the national curriculum while still adjusting to local conditions, the implementation of education with a multi-meaning and open system, the autonomy of higher education and the implementation of school-based education management, the preparation of education funding standards for each educational unit according to the principles of justice and equity, and the preparation of educator qualification standards according to the demands of carrying out tasks professionally. The implementation of the renewal of the national education system with the aim of renewing the development strategy, mission, and vision of national education (Sutrisno & Nasucha, 2022).

The model is a concept that offers close cooperation between the government, society, and schools with their own responsibilities. School-based management has a framework consisting of school personnel. School-based management is a process of managing education by focusing more on the creativity and independence of educational institutions. Edmond is someone who introduced this concept with a theory called effective school which emphasizes efforts to improve the education process (Indawati, Kartiko, Suyitno, Sirojuddin, & Fuad, 2022).

The character of the management concept is shown by several conditions, including: (1) orderly and safe school environment; (2) there are quality targets, missions, and school visions that are to be realized; (3) strong school leadership; (4) there are high expectations for achievement from school personnel (teachers, leaders, students, and other staff); (5) there is intensive support and communication from users or the community or parents of students; (6) there is continuous evaluation of academic aspects and utilizing the results of the evaluation to improve or enhance quality; (7) there is continuous development of school staff according to the development of demands. The design of the development of the management concept is to support the improvement of the community and school's ability to manage educational changes that are the goals of curriculum initiatives, planning strategies, policies, and the whole that has been determined for educational authorities and the government.

Therefore, school-based management has been optimally implemented in SMKN 1 Bendo Magetan in a well-organized and structured manner so that all aspects will be strengthened efficiently and effectively to realize a quality educational institution. Based on the explanation above, the author made "School-Based Management in Improving the Expertise Competence of Students Majoring in Light Vehicle Engineering (TKR) at SMKN 1 Bendo Magetan" as the title of the research. Based on the explanation that the researcher put forward previously, the focus of this research is: 1) How is the implementation of School-Based Management to improve the expertise competency of students majoring in light vehicle engineering (TKR) at SMKN 1 Bendo Magetan? 2) How is the implementation of improving the expertise competency of students majoring in light vehicle engineering (TKR) at SMKN 1 Bendo Magetan?

The success of this related educational institution, namely SMKN 1 Bendo Magetan, can be achieved with good management quality. Because quality school-based management will be able to manage the institution well, be able to bring the institution to the expected goal, be able to correct weaknesses and deficiencies, and be able to anticipate changes.

2. RESEARCH METHODS

This type of research is used because the researcher wants to research related to school-based management in improving the competency of TKR students at SMKN 1 Bendo Magetan (Creswell, 2012). The type of research used by the researcher is a case study research type, namely the research that is explored is a single entity or phenomenon from a certain period and activity (can be a program, event, process, incident, institution, or social group), and collects detailed information using various data collection procedures during the case. In case study research, there are two opinions that can be used to understand the case as an important problem to study. First, the case as a single incident that

is separate or different in a discriminatory manner from behavior and traditions in general, so that the case is seen as a deviation or social deviation. Second, the case which is a normative tradition that is not just a symptom, but as a trade mark of a certain social condition, which is categorized as culture.

Research Approach: Qualitative Descriptive, Research Location: SMKN 1 Bendo Magetan, Research Subjects: Principal, TKR teachers, and grade XI students, Data Collection Techniques: Observation, interviews, and documentation studies, Data Analysis: Thematic analysis. The role of the researcher is to be the main data collector in qualitative research, this is in line with what Lexy J. Meleong explained: "The position of the researcher in qualitative research is quite complicated. He is also a planner, data collection implementer, analysis, data interpreter, and in the end he becomes the reporter of the research results". While quantitative research, the researcher as a data collector, analysis (calculating using statistics), and concluding.

3. RESULTS AND DISCUSSION

Edwin B. Flippo (1981) in Suwatno, 2018:30-33 describes the management functions as follows:

1. Managerial Functions that is;
 - a. Planning, successful managers will understand and devote time to planning. Planning is the process of determining actions to achieve goals. objective.
 - b. Organizing, by forming an organizational structure that has relationships between one unit and another so that the predetermined goals of a company are achieved.
 - c. Direction means giving instructions and inviting students and all stakeholders so that they are willing to consciously carry out the work as determined.
 - d. Control, means seeing, observing and assessing actions or work, whether they are actually carrying out the work in accordance with plan.
2. Operative function or technical function that is;
 - a. Procurement (*Recruitment*)
Edwin B. Flippo (1981-6) said: " So the first operational function of management is to obtain the right number and type of employees.to achieve organizational goals, this function is primarily concerned with determining employee needs and their recruitment, selection and promotion. its placement.
 - b. Development (*Development*)
This development is carried out with the aim of improving skills through the training needed to be able to carry out the work well.
 - c. Compensation (*Compensation*)
Compensation is a form of reward given to employees according to their contribution to achieving organizational goals.
 - d. Integration (*Integration*)
Integration is the adjustment of employee attitudes and desires with the desires of the company and society.
 - e. Maintenance (*Maintenance*)
Maintenance means trying to maintain and improve existing conditions.

As for the parts of the management of improving the Curriculum and Skills Competency applied at SMKN 1 Bendo Magetan, in achieving the objectives in the Education process, among others :

a. Curriculum Management and Skills Competence

Implementation of Curriculum Management in Improving Educational Expertise Competence , Implementation of curriculum management in improving the quality of education at SMKN 1 Bendo Magetan starts from planning a program, implementing the program, so that the quality of education is achieved. The objectives of the curriculum include four aspects of competence, namely (1) aspects of spiritual attitude competence, (2) social attitudes, (3) knowledge, and (4) skills. These aspects of competence are achieved through

intracurricular, curricular, and extracurricular learning processes .

With the implementation of such learning program management, it can be predicted that the success of the learning process will be of high quality, that teachers as the implementing party of learning carry out direct development in the learning process in the classroom. Therefore, teachers are the ones who must describe the methods and methods. learning in curriculum or planning learning each in order to obtain good quality learning. And the use of appropriate learning methods can encourage the growth of students' enjoyment of the lesson, foster and increase motivation in doing assignments, make it easier for students to understand the lesson so that they can achieve better learning outcomes. Good

b. Student Management in Improving the Quality of Education

Student management involves the management of students from the time they enter school until they graduate. Student management is not only an activity of recording students but also covers broader aspects, which can be operationally used to help smooth the growth and development of students through the education process. In the management of students, it is not only the responsibility of the school alone, but the responsibility of all parties such as parents of students, the government, and the community. So that the learning process will run smoothly.

In order to improve the competence of students majoring in TKR in forming students who are ready to work through additional activities and hours. practice Students are given Islamic religious values such as reading Walqiah, BTQ, praying in congregation so that the quality of education is truly as expected both for the students themselves and when they work in the community. Every day at SMKN 1 Bendo Magetan, students' personal development is carried out with compulsory cadet and scout activities to develop good personalities . This is very important in order to make students not only intellectually intelligent but also spirituality.

c. Manpower Management

Human resource management in improving the quality of education is very important very important for vocational schools, where SMKN 1 Bendo Magetan is highly required to produce competent students.

d. Facilities and Infrastructure Management

Educational facilities at SMKN 1 Bendo Magetan include all equipment and supplies that are directly used and support the educational process such as buildings, classrooms, tools, media, tables, chairs and so on. As for educational infrastructure, including facilities that indirectly support the educational process such as yards, school gardens, school parks, roads and others .

School facilities and infrastructure are one of the components in the school system. Therefore, its existence must be in harmony with other components, and determined based on the function and purpose of education in schools. The purpose of education for the optimal development of student potential, implies that the results (development of optimal abilities) of education are prioritized over the process of organizing education. In order for learning programs to take place effectively and efficiently, it is necessary to create a pleasant and stimulating environment and atmosphere. The physical environment needs to be designed and developed to enable the implementation of various learning and teaching processes. Educational facilities consist of various learning resources, namely learning media, educational practice tools, laboratories, textbooks, library books and other facilities needed for the smooth running of the learning process in schools. As well as maintaining all physical facilities and equipment by paying attention to environmental health and safety. While educational infrastructure includes land, buildings and other infrastructure that support educational activities. The facilities and infrastructure available at the school need to be utilized and managed for the benefit of the learning process. Striving to maintain educational

facilities and infrastructure so that their existence is always ready to use whenever needed. Therefore, all equipment in the school requires care, maintenance, and supervision so that it can be utilized as well as possible to achieve the desired level of success in achieving the desired presence .

e. Partnership

Efforts that can be made to improve the quality of education and student performance are through strengthening partnerships between educational institutions, industries and parties that use graduates. Partnership is a relationship between individuals and groups that is characterized by cooperation and responsibility in order to achieve predetermined goals with the principle of mutual need, mutual strengthening and mutual benefit (Idrus, 2017:24). Planning for partnership activities begins from the initial stage, namely the stage of acceptance or proposal of cooperation activities, then the preparation stage, the stage of drafting the MoU or cooperation agreement and the stage of agreement on decisions and types of partnerships that will be carried out based on the wishes of the collaborating parties (Meyana, Ulfatin, & Sultoni, 2017:159).

f. Educational Management Information System

The information available at SMKN 1 Bendo Magetan is a management information system. SIM (Management Information System), which is a system that provides information to managers regularly. This information is used as a basis for monitoring and evaluating activities and the results achieved.

Implementation of improving the skills competency of students majoring in light vehicle engineering (TKR) at SMKN 1 Bendo Magetan

Management There are several management processes used, including : :

- a) Planning Quality Improvement Education.
- b) Organizing (*Organizing*) Improving the Quality of Education
- c) Direction / Activities (*Actuating*) / Leadership (*Leading*) Quality Improvement Education
- d) Supervision (Controlling) of Improving the Quality of Education

In improving the skills competency of SMKN 1 Bendo Magetan students, we provide additional hours for students and increase field work practices for students so that they are competitive and can follow existing developments. Therefore, in addition to collaborating with several MOU companies such as PT Dhaihatsu, PT Suzuki, PT Chemco, CV, the school also created a Special Job Exchange (BKK) which is an institution formed in State and Private Vocational High Schools, as an implementing unit that provides services and job vacancy information, marketing implementers, distribution and placement of workers, is a partner of the Manpower Office. Vocational High Schools (SMK) as a sub-system of national education that is responsible for preparing reliable middle-level human resources, oriented to market needs must be able to develop innovations to influence changes in market needs so that they can realize job seeker satisfaction.

Human Resource Management (HRM) development is important to implement due to changes in humans, technology, work and organizations. Employee development is the activity of maintaining and improving employee competency in order to achieve organizational effectiveness. According to Flippo, development is a process of:

1. Training For increase skill as well as knowledge For do work certain.
2. Education related to the expansion of general knowledge, and background. Operational training can be done by way of job training, apprenticeship. With the aim of increasing productivity, reducing costs, increasing morale, and promoting the stability and flexibility of the organization. Manager development can be done by building *decision skills* , and *job knowledge* .

c. Education Character

According to the National Education System Law No. 20 of 2003 Article 1 point 1, education is: "A conscious and planned effort to create a learning atmosphere and learning

process so that students actively develop their potential to have spiritual religious strength, self-control, personality, intelligence, noble morals, and the skills needed by themselves, society, the nation and the state."

The implementation of education is the implementation of educational planning (Rusman, 2017: 70). The implementation of education means the real application of plans that have been made by members of educational institution organizations (Novalita, 2014: 59). The process of implementing education is closely related to the creation of an environment that allows members of the organization to actively implement the plans that have been made.

Supporting and inhibiting factors for School Based Management to improve competence skill student major technique vehicle light (TKR) at State Vocational School 1 Bendo Magetan.

The implementation of a work program cannot be separated from supporting factors in efforts to improve the quality of education at SMK Negeri 1 Bendo Magetan. These factors are human resources, school environment, community participation and the principal. The school program that has been planned will not be able to run and succeed optimally if there are no supporting factors and to realize MBS in efforts to improve the expertise of TKR students at SMKN 1 Bendo Magetan properly and in accordance with the school's vision and mission, the Implementation of School-Based Management (MBS) will take place effectively and efficiently if supported by professional human resources to operate the school. The existence of good cooperation between the principal, staff and all parties to the school, all programs that have been planned can be realized properly which in the end can improve the expertise of TKR students at SMKN 1 Bendo Magetan then there has been no construction of a TKR department practice place, additional learning facilities are needed, reconditioning and purchasing new TKR practice equipment and the distance between the practice place and the teacher's room is very far so that there is a lack of supervision. Addition of teachers who are in accordance with the TKR department who have a competent engineering background in the field of TKR. Supporting and inhibiting factors in every activity certainly exist. Without supporting factors, the activities carried out will be hampered and cannot run well. Likewise with the presence of inhibiting factors. Without inhibiting factors in every activity, it will not be carried out properly if the inhibitors are not overcome in the right way.

At SMKN 1 Bendo Magetan to improve the quality of students and teachers, it is also necessary to have complete learning facilities that will greatly support the teaching and learning process (KBM). Not only during formal KBM hours, facilities in extracurricular activities also need to be equipped as a means of developing students' special talents in the non-academic realm of students.

The process of improving the quality of education at SMK Negeri-1 Bendo Magetan does not run smoothly, it certainly encounters obstacles or barriers in the process. The obstacles faced are the problem of the need for infrastructure regarding the need for cars that are in accordance with the industrial world, for facilities that are in accordance with the needs of TKR, there needs to be continuous adjustment to the progress of the times .

Graduates of SMKN 1 Bendo Magetan majoring in light vehicle engineering (TKR) through the School-Based Management Program.

Through this program, it also provides great benefits to graduates of SMKN 1 Bendo Magetan, the light vehicle engineering (TKR) department, graduates have a great entrepreneurial spirit in the field of Light Vehicle Engineering, many students who graduate from SMKN 1 Bendo Magetan become entrepreneurs by opening motorcycle repair shops, car services and many others.

Students who graduated from SMKN 1 Bendo Magetan majoring in Light Vehicle Engineering by implementing the School-Based Management program through improving their competencies, graduates have worked in several local industries, East Java province and are spread across several industries in Indonesia.

It is common, SMK graduates will target multinational industries headquartered around industrial areas in each province, for example the PT Astra Daihatsu Motor (ADM) Industrial area, which is a Daihatsu factory. In addition, Toyota is also the largest car manufacturer in Indonesia. TKR

graduates can also set up a repair shop near their homes. Repair shops are currently also a promising business prospect, because there are so many vehicles, both motorbikes and cars, owned by the Indonesian people and their numbers continue to grow. These vehicles also need maintenance and repair if there is a problem. And most vehicle owners do not know the ins and outs of their vehicles so they choose to take them to the repair shop. Another advantage of SMK graduates of Light Vehicle Engineering is that they are widely used in general industries, both textiles, chemicals and others because the industry is inseparable from machines such as diesel engines and others. Basic understanding of engineering will also make it easier to adapt to work in the industrial world. Similar to the repair shop business, this profession also requires special skills, even more than workshop mechanics. Why? because a modifier must have special understanding and expertise that can only be obtained by SMK TKR majors (Azizah, Hasan, & Jamaludin, 2023; Hasan, 2021; Hasanah, Yusuf, Istiqomah, & Fatahillah, 2022).

Every year, automotive engineering enthusiasts are increasingly progressing. This may not be separated from the rapid progress of technology and also the automotive industry not only in the world, but also in Indonesia. Graduates are increasingly needed, making automotive engineering job prospects increasingly broad.

4. CONCLUSION

School-Based Management to Improve the Skill Competence of Light Vehicle Engineering (TKR) Students at SMKN 1 Bendo Magetan (1) Curriculum Management and Skill Competence. (2) Student Management (3) Facilities and Infrastructure Management The implementation of School-Based Management to Improve the Skill Competence of Light Vehicle Engineering (TKR) Students is based on the school's vision, mission and objectives. There are three aspects of school-based management that are implemented as mentioned above. The implementation of MBS into the three aspects of management in schools is the result of cooperation between the school and school stakeholders.

Implementation of improving the skills of students majoring in light vehicle engineering (TKR) at SMKN 1 Bendo Magetan. Vocational High Schools (SMK) as a sub-system of national education that is responsible for preparing reliable middle-level human resources, oriented to market needs must be able to develop innovations to influence changes in market needs so that they can realize job seeker satisfaction. In improving the skills of students of SMKN 1 Bendo Magetan, we provide additional hours for students and increase field work practices for students so that they are competitive and can follow existing developments. the school also created a Special Job Exchange (BKK) which is an institution formed at State and Private Vocational High Schools, as an implementing unit that provides services and information on job vacancies, implementers of marketing, distribution and placement of workers, is a partner of the Manpower Office

The implementation of education quality improvement management at SMKN 1 Bendo Magetan, refers to the national education goals, namely to form the character and civilization of a dignified nation in order to educate the life of the nation, this aims to develop the potential of students so that they become human beings who believe and fear God Almighty, have noble morals, are healthy, knowledgeable, capable, creative, independent, and become democratic and responsible citizens.

Supporting factors in efforts to improve the quality of education at SMK Negeri- 1 Bendo Magetan are human resources, school environment, goals / vision of SMK Negeri- 1 Bendo Magetan, community participation and other institutions. While the inhibiting factors are infrastructure factors, and the location is far from the city center. The implementation of Education Quality Improvement Management at SMK Negeri- 1 Bendo Magetan which is used as a school management concept to innovate in the implementation of education and the quality of education is one of the pillars of human resource development, quality education, and quality educational institutions.

The researcher suggests that through this study, teachers at SMKN 1 Bendo Magetan jointly

implement school quality management with the aim, vision and mission of building SMKN 1 Bendo Magetan so that the Management of Improving the Quality of Education at SMKN 1 Bendo Magetan can be implemented well. The researcher suggests that students participate in the implementation of educational quality by obeying and complying with school rules and regulations. Participate in activities carried out within the school environment and participate in student skills competitions between schools.

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