

# ISLAMIC EDUCATION ADMINISTRATION AND THE ART OF MANAGING IT

ABDUL MALIK KARIM AMRULLAH, IFFATUN NAJIHAH

Universitas Islam Negeri Maulana Malik Ibrahim

Email: muhammadifqzaidane@gmail.com, iffahnajihah30@gmail.com

## *(Article History)*

*Received July 13, 2021; Revised June 1, 2022; Accepted June 7, 2022*

### **Abstract: Islamic Education Administration and The Art of Managing It**

Optimal management of education administration becomes very significant in aligning itself with science and technology. This study aims to determine the concept of education administration, to know the function of education administration, to know the scope of education administration, to analyze the art of managing Islamic education administration. This research is a library research, where the author collects data from various references such as books, articles, and others. Data collection with reading and note-taking technique is the technique used by the author. In analyzing the data, the writer uses Miles and Huberman perspective analysis techniques, namely: 1) Data reduction; 2) Presenting data; 3) Drawing conclusions. The results of this article are: 1) An important point of an educational administration relates to the making of decisions and legislation on the maximum utilization of an organization; 2) Education administrators have three types of ethical responsibilities towards themselves, their organizations and society; 3) A good administrator of Islamic education must have knowledge and art of administration that refers to Islamic religious culture and ethics as the foundation for achieving the proposed goals and objectives.

**Keywords:** Administration, Education, Islamic education, Art of administration

### **Abstrak: Administrasi Pendidikan Islam dan Seni Mengelolanya**

Pengelolaan administrasi pendidikan yang optimal menjadi sangat signifikan dalam menyelaraskan diri dengan ilmu pengetahuan dan teknologi. Penelitian ini bertujuan untuk mengetahui konsep administrasi pendidikan, mengetahui fungsi administrasi pendidikan, mengetahui ruang lingkup administrasi pendidikan, menganalisis seni mengelola administrasi pendidikan Islam. Penelitian ini merupakan penelitian kepustakaan, dimana penulis mengumpulkan data dari berbagai referensi seperti buku, artikel, dan lain-lain. Pengumpulan data dengan teknik membaca dan mencatat merupakan teknik yang digunakan oleh penulis. Dalam menganalisis data, penulis menggunakan teknik analisis perspektif Miles dan Huberman, yaitu: 1) Reduksi data; 2) Penyajian data; 3) Penarikan kesimpulan. Hasil dari pasal ini adalah: 1) Poin penting administrasi pendidikan berkaitan dengan pengambilan keputusan dan peraturan perundang-undangan tentang pemanfaatan organisasi secara maksimal; 2) Administrator pendidikan memiliki tiga jenis tanggung jawab etis terhadap diri mereka sendiri, organisasi mereka dan masyarakat; 3) Penyelenggara pendidikan Islam yang baik harus memiliki pengetahuan dan seni administrasi yang mengacu pada

budaya dan etika agama Islam sebagai landasan untuk mencapai maksud dan tujuan yang telah ditetapkan.

**Kata Kunci:** Administrasi, Pendidikan, Pendidikan Islam, Seni Administrasi

## INTRODUCTION

In midst of advances in science and technology, education occupies very significant role as an effort to meet quality standards of life in this era. The large number of people who are educated is as high as progress in the fields of industry, technology, and science. Therefore, the quality of education is expected to continue to grow (Usman, 2014). To be able to realize expectations about educational progress, the quality of human resources has a very important role in this regard. Chapter II of the National Education System Law on the basis, objectives, and functions, article 3 explains that national education has functions to develop capabilities and shape the character and civilization of a dignified nation in the context of educating the nation's life, aiming at developing the potential of students to become a human being who believes and fears God Almighty, has noble character, is healthy, knowledgeable, capable, creative, independent, and becomes a democratic and responsible citizen.

The rapid development of educational institutions, the problems are also more and more found. Therefore, in solving these problems, professional personnel are needed to be able to organize and regulate the needs of these educational institutions. In managing the implementation of education, education administration is an alternative choice to answer these educational problems. Educational administration is carried out so that education can answer increasingly complex problems and challenges (Riyadi, 2021). Educational administration is the activity of using certain policies and resources by providing human and material resources with the aim of helping educational organizations achieve the stated goals (Kiral, 2021). Educational administration is the application of knowledge about administration to the world of education, it did by fostering, developing, and controlling the flow of the educational and educational process through the cooperation of several people by utilizing existing facilities and facilities materially, spiritually and morally in order to achieve educational goals as expected. Education administrators create the rules, standards, vision, core values, and climate in the school. For this reason, managers of educational institutions must have a fair attitude in their decisions and behavior towards school personnel, as well as being honest and equal in treating everyone.

Administrative implementation cannot be done immediately, because in implementing it, it must go through the process of planning, organizing, implementing, and supervising. In this case the principal, educators, and education staff make good cooperation in order to achieve the optimization of goals.

Therefore, apart from knowledge, skills, ethics in administration are also needed. As stated by Mahyudi and Khairuddin in their research that administrative ethics contains moral teachings that serve as guidelines in implementing administration in order to create individuals who are loyal, obedient, have a spirit of devotion, exemplary, ability and mental maturity in carrying out tasks. Because by understanding and animating, while living the ethical values of administration, it is hoped that it can direct and move attitudes, behavior and actions, as well as words so that tasks can be carried out correctly. In carrying out the responsibility for administrative management, not only theoretical abilities are needed, but the art of administration are also important. In this case, art of administration is personal ability. This is because the main role of leader is essentially about making a decision.

Some research on entrepreneurship education is discussed by researchers such as Affandi, his research discusses administration which is focused on strategy in its management (Malik, 2022). Furthermore, in his research, Marlioni (2019) put forward the art of administration with historical developments as the focal point. However, slightly different from the two studies, this research focuses more on the art of education with Islamic ethics. Based on the background that the author has put forward, the objectives described in writing this article include: 1) To know the concept of educational administration; 2) To know Educational Administration Ethics; 3) To analyze the art of managing Islamic educational administration.

## RESEARCH METHODS

The descriptive-qualitative method is a method used in this study. This research is a library research, where the author collects data from various references such as books of, journals, articles, and others. The author uses primary data sources in the form of the Qur'an and hadith. In addition, the authors use secondary data such as books such as Educational Leadership Personal Growth for Professional Development, Teori Administrasi Pendidikan, etc., journals such as Faculties' Ethical Orientation Development: An International Study of Faculty Behaviors in Ethical, Hubungan Kepemimpinan, Manajemen, Administrasi dan Organisasi Pendidikan, etc. Data collection with reading and note-taking technique is the technique used by the author with the following steps: 1) Choosing a general idea about the research topic; 2) Finding information that supports the topic; 3) Reinforcing the research focus; 4) Finding and finding the required reading material and classifying the reading material; 5) Reading and making research notes; 6) Reviewing and enriching the reading material; 7) Reclassifying the reading material and starting to write a report. In analyzing the data, the writer uses Miles and Huberman's perspective analysis techniques, namely: 1) Data reduction in the form of summarizing the data and selecting data relevant to the topic of discussion; 2)

Presenting data in the form of presenting data that has been edited; 3) Drawing conclusions.

## **RESULTS AND DISCUSSION**

### **Educational Administration Management Concept**

Administration can be defined narrowly and broadly. In a narrow sense, administration is activities which related to the field of administration such as documenting activities, organizing correspondence, setting and recording data, storing documents, preparing reports, and so on. Whereas in a broad sense, administration has an institutional and functional meaning. It is the activities about management (management) which are composed of a series of processes carried out through planning, organizing, mobilizing, supervising with the right strategy (Sudin, 2014).

Educational administration can be interpreted as an activity related to human resources. This means that efforts are made in order to optimize activities such as managing human resources, facilities, and curriculum by instilling cooperation and a good situation to achieve effective educational goals. In another sense, administration is an effort to control a series of regular educational activities in order to achieve the educational goals desired by a group of individuals through maximum cooperation (Ushansyah, 2017). Based on the definition of administration that has been described above, the conclusions about educational administration definition is the study of how to manage human resources in carrying out tasks and a series of activities related to the world of education through good and maximum cooperation to achieve predetermined goals.

### ***Administrative Purpose***

Educational administration has the following objectives: efficiency, production effectiveness, job satisfaction, and adaptiveness. This goal is used as a standard in determining success in the implementation of educational administration. Broadly speaking, the goals of educational administration are aligned with the goals of national education. Simply put, educational administration in educational institutions has the goal of realizing conducive conditions so that children can gain maximum knowledge, have skills, and can determine good attitudes in carrying out their lives.

### ***Educational Administration Function***

George R Terry is a figure who formulates administrative functions in his book entitled "Principle of Management". The administrative functions that he put forward were planning (planning), organizing (organizing), Actuating (implementing), and Controlling (supervising).

Slightly different from Terry, Coulter and Robbin mention administrative functions with the abbreviation POACL (Planning, Organizing, Leading, and Controlling). While Luther Gullick explained the administrative functions with the

abbreviation POSDCORB which consisted of planning (planning), organizing (organizing), staffing (staffing), directing (directing), coordinating (coordination), reporting (reporting), budgeting (budgeting). From the various types of functions proposed by the figures, there are several administrative functions that are applied in the world of education which the authors conclude, they are: Planning (planning), organizing (organizing), actuating (implementing), controlling (supervision), directing (directing), coordinating (coordination), reporting (reporting), budgeting (budgeting).

#### 1. Planning Function (Planning)

Planning in administration is the first and crucial function that is needed in managing education, especially in teaching and learning activities (Setyawati, 2017). As a more detailed explanation is the individual's way of explaining the desired goals and objectives. Planning is closely related to problems that require choice and imagination, long-term concepts. There are stages in planning activities, namely: 1) Formulate desired goals; 2) Formulating wisdom; 3) Formulating procedures; 4) Planning scale of progress; 5) Planning totally by involving all internal and external components.

#### 2. Organizing Function

The organizing function is a process in determining activities, structures, coordination, interaction, authority, structural design, as well as clear and transparent tasks, whether they are groups, institutions, or individuals (Ahmad Afan, 2015). This function is carried out, the work feels light if it is done regularly and neatly structured. As the guidance in Islam that guides to always do things in an organized and neat manner to avoid chaos.

#### 3. Actuating Function

Mobilization is a process in which a leader gives instructions to carry out a certain task to educators, education staff, and supporters in an educational institution. The implementation of these tasks must be in accordance with their main duties and functions so that they can be carried out optimally for optimal purposes.

#### 4. Supervision (Controlling)

Supervision is an activity to observe the process of carrying out tasks whether it is in accordance with what has been planned or not by noting things that are not in accordance with the plan. Monitoring and observation is carried out continuously so that all work or tasks can be properly accounted for (Afan, 2015).

#### 5. Staffing

All personnel who play a role in educational institutions are referred to as employees. The staffing process includes: selecting personnel, placing positions in accordance with their duties and responsibilities, guiding each personnel. The division of tasks that are adjusted to the main task will be carried out optimally. Even though it is in accordance with the duties of each personnel, the next stage,

namely the guidance of personnel resources, is still carried out by applying several approaches and the art of guiding human resources (Jamal & Syarifah, 2018).

#### 6. Directing Function

In this function there is a guidance process based on religious principles to personnel in educational institutions. From these activities, it is intended that the implementation of tasks can be carried out sincerely, with maximum accountability, and accompanied by sincerity (Ushansyah, 2017).

#### 7. Coordinating Function

Coordination can be said as a communication process between personnel in educational institutions which related to all very complex tasks. It requires coordination in action. This function leads the personnel to maximum harmony, harmony and cooperation. In the coordination process, of course, it is carried out according to established procedures (Ushansyah, 2017).

#### 8. Reporting Function (Reporting)

This function is more often carried out by the field of education personnel, especially administration by reporting all notes on certain things that need to be reported.

#### 9. Funding/Budgeting Function (Budgeting)

In every educational institution cannot be separated from the name of funding. This funding function is intended to be able to determine the budget starting from the source, the activities to be carried out, and the allocation of funds for other needs. This process requires personnel who can manage finances (Jamal & Syarifah, 2018).

### ***Scope of Islamic Education Administration***

The scope of educational administration is classified as follows:

#### 1. School Education Administration

In an educational institution there are several individuals such as students, educators, and education staff who are members of a system that is related to each other to get output results that are valuable, knowledgeable, skilled, and behave as expected in educational goals (Patsun, 2018). in terms of positions, educational staff are divided into several types, namely: functional staff, organizing staff, and structural staff. Structural staff, namely workers who occupy positions as executives such as leaders who hold their responsibilities directly or indirectly. Functional workers are workers who occupy functional positions. they work with their expertise. While educational technical personnel are personnel who carry out their duties with administrative and technical skills (Prihati, 2011). Basically, in carrying out administrative tasks, the basis for the occurrence of problems is poor communication. Therefore, in order to be successful in the implementation of cooperation between one another, there are things that need

to be considered, namely: terms of delivering news and understanding what is meant by the news conveyed.

## 2. Curriculum Administration

In this area of the curriculum, the principal has a very significant responsibility. In order to carry out their responsibilities properly, school principals should know about curriculum concepts carefully and be able to update the curriculum in accordance with applicable regulations. The most important thing is to be able to adjust the curriculum and the teaching and learning process. Principals are also required to be able to develop a curriculum with the conditions of the surrounding community (Mulyasa, 2011).

## 3. Administration of facilities and infrastructure

In the administration of facilities and infrastructure, the task that must be carried out is the management of the facilities and facilities which are available in educational institutions. Among the activities in managing it include planning, providing facilities, supervising usage, storing, deleting, and organizing. It is hoped that with the arrangement of the available facilities, optimization of usage can also run as needed.

## 4. Educational personnel administration

Educational personnel administration consists of several activities, they are: activities to receive employees, a collection of assignments and documents that have been received, educators who have transferred, decrees, and letters of assignment (Setyawati, 2017).

## 5. Student administration

Student administration is an effort to manage and nurture students consciously and intentionally. These efforts are aimed at enabling students to study in a conducive and effective manner as well as possible and as an effort to prevent student delinquency. There are 3 data included in the management of student administration, namely: student attendance data, student identity data, and student learning outcomes data (Afkari, 2021).

## 6. School and Community Relations

Public relations administration is a process of communication between schools and the community, between one school and another which is still in the scope of sociology, productive, and selfish in an effort to improve and achieve progress between the two. Public relations has an important role including (Afkari, 2021): a) Because public relations is an activity that is placed in all tasks and work in order to be able to officially connect with the community; b) The existence of public relations makes it easier for institutions to convey ideas with other institutions; c) With public relations, activities in institutions can be spread easily and it is even possible to get help from other institutions. With public relations institutions can become famous and considered as a promotion of educational institutions.

### **Educational Administration Ethics**

In an era where technology is advancing rapidly, the lack of ethics is a very interesting issue in the world of education so that there is a lot of debate about standardization in ethics. This is because ethics is a matter of how other people see good and bad, right and wrong. In general, the expected ethical values are approved by social norms. Ethical issues are not only about right or wrong, but are often confronted with situations where conflicting values begin to emerge (Radouche, 2020). The conflict will become more complex if it is not immediately found a solution. Therefore, the resolution requires ethical standards that must be properly defined and explained as a guide in resolving all conflicts. These guidelines are often termed a code of ethics. According to Frankel, the benefits of knowing the code of ethics for members of the profession include: 1) As a document that expresses the essence of the profession; 2) As a source of evaluation; 3) Provide professional socialization to newcomers; 4) Help increase confidence in the profession and the reputation of the profession; 5) To protect professional thinking and prejudice; 6) To deter unethical behavior; 7) As a support system for members of the profession; 8) Assist in making decisions and reasons about the profession and the situation in the profession (Kiral, 2020).

In carrying out educational administration, an administrator must have the following ethics: 1) In making decisions and student activities, administrators must consider core values; 2) Administrators are professionally responsible with honesty and integrity; 3) Administrators must protect all individuals and human rights, as well as supporting principles that are compatible with rights; 4) Administrators must not engage in direct or indirect destructive actions against the state, comply with national and local laws; 5) Administrators must implement administrative decisions and regulations; 6) Administrators must be based on laws, policies, and regulations that will facilitate the achievement of educational goals; 7) Avoid behavior that benefits personally in the economic, political, religious, and social fields; 8) Administrators can only receive professional certificates and academic degrees from institutions that issued equivalence certificates; 9) Administrators must protect standards by conducting research so that they will contribute to continuous professional development and developing professional effectiveness; 10) Administrators must comply with all organizational agreements. The ethical values of educational administrators are very important for a leader in educational institutions. Values, morality, and ethics are the foundations that must be possessed in a managerial position (Kiral, 2020).

### **The Art of Managing Islamic Educational Administration**

Educational problems that often become obstacles in educational institutions are the low ability to manage educational administration. In administrative interactions with other people, it takes the skills and creativity of an administrator in implementing concepts, principles, and in choosing steps as well as techniques.

Creative power and skills in its implementation emerge from accumulated experience, observation and study. This approach of administration as an art recognizes that, although there are specific skills that can be learned, they do not guarantee success. For example, if one student scores an A in his introductory administration subject and another student scores a C, this does not mean that the former will be more effective as administrators than the latter (Sutisna, 1987). Because the standard of achievement of success is also influenced by experience. In addition to a scientific knowledge of educational administration, an administrator also requires art (creativity). In addition to knowledge about administration that must be understood, the art of administration and quality skills in this field should also be explored. A balance between these two aspects is necessary for effective administration. It will be very helpful if an educational administrator knows how science and the arts of administration can balance and complement each other, especially in making solutions to an educational problem (Sutisna, 1987).

Related to the administrative implementation process and the art of managing it, Robbins and Coulter suggest that administrators need several skills that must be possessed, namely (Sutisna, 1987): 1) Technical skills are abilities in specific matters, namely an understanding of education management; 2) Personal skills are skills in interacting directly with social and individual; 3) Conceptual Skills, namely the ability to give ideas about abstract conditions. An administrator needs to understand his duties. The most important tasks for administrators are: determining goals, determining policies, dividing each role, synchronizing between administrative functions, estimating effectiveness, collaborating with the community as an effort to improve the world of education, taking educational resources from the community, involving individuals who wish to participate. In carrying out the duties of the principal as an administrator, the principal must have high integrity in order to improve the quality of the educational institutions he manages as well. Integrity is the ability of the principal which is divided into 3, namely: 1) Determining his commitment to the institution he leads, being able to innovate, being responsible, and trusting; 2) Having high confidence, honesty, keeping promises, and being fair; 3) Taking responsibility for answer the decisions and actions they take (Sudin, 2014).

The details of the administrator's duties above can be used as a benchmark in carrying out tasks. These details can be developed according to the administrator's ability to learn and provide innovation. It is an integral part of developing school strategy. To bring out creativity in developing new strategies and ideas, it can be found in everyday life at school. Creative schools focus on innovative ways to create customer (students and parents) educational value. Creative strategies are achieved not only through innovative new ways, but also by looking at other schools as learning resources or other organizations outside of education as a reference (Tomlinson, 2004). In carrying out their duties and roles, something that is no less

important for administrators to know is the principles of administration. These principles must be used as guidelines in carrying out tasks (Irsyad, 2017). The principle of efficiency. In the management and utilization of facilities and resources, administrators must adhere to the principle of efficiency.

1. Principles of management. Success will be achieved effectively if in the management process the activities of planning, organizing, directing, and controlling are applied.
2. The principle of prioritizing management tasks. Institutional leaders or administrators must be able to choose what tasks should take precedence so that there is no confusion in the completion of tasks.
3. Principles of effective leadership. Success in carrying out tasks is directly proportional to the effectiveness of an administrator's leadership style. The success of the administrator in choosing a leadership style has a very significant influence on the atmosphere and good relations between personnel so that it will be a motivation for the members he leads.
4. The principle of cooperation. The ability of administrators in instilling good cooperation between individuals in an institution, will support success in achieving goals. The cooperation in question is either vertical or horizontal.

The principles that have been stated above would be better if they were not only carried out by administrators or school principals, but all education providers also needed to adhere to these principles by supporting each other. Because success in achieving goals depends on the education providers in it. In general, the administration of Islamic education is the same as the administration of education in terms of its application, and development. However, there is a fundamental difference between the two. The difference lies in the guidelines used in developing thinking about administration. Because in Islamic education, the implementation of administration is also guided by the Qur'an and the Sunnah of the Prophet Muhammad. The implementation of Islamic education administration will succeed effectively if the administrative management is in accordance with the vision and mission of Islamic education. As a supporter of success in managing administration, one must determine goals that are in the same direction and carried out with maximum cooperation.

As the mecca of morals in Islamic education is the Prophet Muhammad. The Prophet has provided a personal role model and role model in leading. Because an administrator cannot be separated from relationships with many individuals with various unique characters, an administrator should also imitate the qualities that have been exemplified by the Prophet and serve as guidelines in managing Islamic educational institutions. These personal traits include: honest, trustworthy, tabligh, fathonah, charismatic, strong self-confidence, high commitment, diligent, hardworking, and militant. The public characteristics exemplified by Rasulullah SAW are starting from oneself, setting an example, effective communication, being close

to the people, always deliberation, providing motivation, being able to transmit goodness and influencing, having ethics or morals (Rahayuning Tyas, 2019). Ethics that is emphasized in Islamic educational institutions is to develop a religious and ethical culture (Mohammady, 2018). Ethics is a guide in behaving and behaving that contains an outline of moral values and norms that reflect a scientific, creative, educative, useful and polite society. Ethics and *ubudiyah* that are aligned will be a good balance.

## CONCLUSION

An important point of an education administration is concerned with making decisions and legislation on the maximum utilization of an organization. For leaders who have a strong personality, high education and a lot of experience will have a positive impact on those concerned in making decisions. Educational administration has the following objectives: efficiency, production effectiveness, job satisfaction, and adaptability. The functions put forward by the figures, there are several administrative functions that are applied in the world of education which the authors conclude, namely: planning, organizing, actuating, controlling, directing, coordinating, reporting, and budgeting. The scope of education administration is classified as follows: school education administration, curriculum administration, facilities and infrastructure administration, education personnel administration, student administration, school and community relations. Educational administration has the following objectives: efficiency, production effectiveness, job satisfaction, and adaptiveness.

School administrators have three types of ethical responsibilities towards themselves, their organizations and society. an administrator must have the following ethics: 1) Consider core values; 2) Have a great sense of responsibility, professionalism, honesty and integrity; 3) Protect all individuals, human rights, and support principles in accordance with rights; 4) Comply with national and local laws; 5) Carry out administrative decisions and regulations; 6) Administrators must adhere to laws, policies, and regulations that will facilitate the achievement of educational goals; 7) Avoid behavior that benefits personally in economic, political, religious, and social fields; 8) Administrators can only receive professional certificates and academic degrees from institutions that issued equivalence certificates; 9) Administrators must protect standards by conducting research so that they will contribute to continuous professional development and develop professional effectiveness; 10) Comply with all organizational agreements. The scope of education administration is classified as follows: school education administration, curriculum administration, facilities and infrastructure administration, education personnel administration, student administration, school and community relations.

A good administrator of Islamic education must have the knowledge and art of administration that refers to Islamic religious culture and ethics as the foundation for achieving the proposed goals and objectives. As the mecca of morals in Islamic education is the Prophet Muhammad with the Qur'an and Sunnah as the main reference.

## REFERENCES

- Afkari, S. G. (2021). Konsep Dasar Supervisi Pendidikan Beserta Kajian Administrasi yang Berkaitan Dengannya. *Jurnal Hikmah*, 9(2), 45–62.
- Ahmad Afan, Z. (2015). Urgensi Manajemen Pendidikan Islam. *Ummul Quro*, 5(Jurnal Ummul Qura Vol V, No 1, Maret 2015), 24–37.
- Irsyad. (2017). Kajian Administrasi Pendidikan di Dunia Pendidikan. *Jurnal Al-Irsyad*, Vol VIII(1), 131–138.
- Jamal, N., & Syarifah, M. (2018). Pengelolaan Administrasi dalam Peningkatan Mutu Pendidikan. *Kabilah: Journal of Social Community*, 3(2), 210–222. <https://doi.org/10.35127/kbl.v3i2.3410>
- Kiral, B. (2020). Ethics in Educational Administration. *Educational Administration*, 2021, 81–96. <https://doi.org/10.4324/9781003115489-6>
- Kiral, Bilgen. (2021). Machine Translated by Google Etika dalam Administrasi Pendidikan Machine Translated by Google. *Journal of Public Administration and Government*, 0–1.
- Malik, A., Amrullah, K., & Online, A. (2022). Administrasi Pendidikan Islam dan Seni Mengelolanya. *Evaluasi: Jurnal manajemen Pendidikan Islam*, 3, 1–19. <http://doi.org/10.32478/evaluasi.v6i1.630>
- Marliani, L. (2019). Sejarah Perkembangan Admnistrasi sebagai Seni dan Ilmu Pengetahuan. *Jurnal Ilmiah Ilmu Administrasi Negara*, 6(4), 252–259.
- Mohammady, Z. A. (2018). Peran Kepala Sekolah dalam Mengembangkan Mutu Budaya Organisasi. *Muslim Heritage*, 2(2), 407. <https://doi.org/10.21154/muslimheritage.v2i2.1118>
- Patsun, P. (2018). Paradigma Administrasi dalam Pengelolaan Sekolah. *Cendekia: Jurnal Studi Keislaman*, 3(2). <https://doi.org/10.37348/cendekia.v1i2.14>
- Prihati, E. (2011). *Teori Administrasi Pendidikan Cet. I*. Alfabeta.
- Radouche, T. (2020). Faculties' Ethical Orientation Development: An International Study Of Faculty Behaviors In Ethical. *International Journal of Management (IJM)*, 11(8), 1170–1183. <https://doi.org/10.34218/IJM.11.8.2020.106>
- Rahayuning Tyas, N. (2019). Model Kepemimpinan Pendidikan Nabi Muhammad Saw. *Muslim Heritage*, 4(2). <https://doi.org/10.21154/muslimheritage.v4i2.1851>

- Riyadi HS, D. E. (2021). Hubungan Kepemimpinan, Manajemen, Administrasi dan Organisasi Pendidikan. 6(2), 47–63.
- Setyawati, S. S. S. (2017). Pelaksanaan Administrasi Sekolah Unggul di SMP Negeri 7 Kuantan Tengah Kabupaten Kuantan Singingi. *Suara Guru: Jurnal Ilmu Pendidikan Sosial, Sains, dan Humaniora*, 3(3), 545.
- Sudin, M. (2014). Aplikasi Administrasi Pendidikan Sebuah Tinjauan Filosofis Dalam Terminologi Kontemporer. *Jurnal Tarbawiyah*, 11(2), 163–177.
- Sutisna, O. (1987). *Administrasi Pendidikan: Dasar Teoritis Untuk Praktek Profesional*. Angkasa.
- Tomlinson, H. (2004). *Educational Leadership Personal Growth for Professional Development*. Sage Publications.
- Ushansyah. (2017). Pentingnya Administrasi Sekolah Untuk Kemajuan Pendidikan. *Ittihad Jurnal Kopertais Wilayah XI Kalimantan*, 15(27), 13–22.
- Usman, A. S. (2014). Meningkatkan Mutu Pendidikan Melalui Penerapan Manajemen Berbasis Sekolah. *Jurnal Ilmiah Didaktika*, 15(1), 13. <https://doi.org/10.22373/jid.v15i1.554>