

# Patterns of Supervision and Management of School Principles for Increasing Teacher Performance SDIT Fauziah Yarsi Mataram

\*Marzuki<sup>1</sup>, Ahmad Sulhan<sup>2</sup>, Muchammadun<sup>3</sup>

<sup>1,2,3</sup>Postgraduate Mataram State Islamic University. Indonesia

\*Email: marzukiyarsintb@gmail.com

## Article history

Received : 2022-03-13

Accepted : 2022-06-22

Published : 2022-08-14

## Keywords:

Supervision,  
coaching,  
head school,  
teacher  
performance

**Abstract:** Monitoring and coaching pattern head school for enhancement teacher performance at SDIT Fauziah Yarsi Mataram related supervision and coaching head school for enhancement teacher performance, obstacles faced head school for enhancement teacher performance. Study this is study approach qualitativetype approach phenomenology with method interview. Research results this showing that pattern supervision and coaching head school for enhancement teacher performance at SDIT Fauziah Yarsi Mataram about ability enhancement teacher performance with method supervision and guidance carried out by the head school knowing constraint head school for enhancement teacher performance in a professional manner, the need for enhancement teacher performance.

**Abstrak:** Pola pengawasan dan pembinaan kepala sekolah untuk peningkatan kinerja guru di SDIT Fauziah Yarsi Mataram terkait pengawasan dan pembinaan kepala sekolah untuk peningkatan kinerja guru, kendala yang di hadapi kepala sekolah untuk peningkatan kinerja guru. Penelitian ini merupakan penelitian pendekatan kualitatif jenis pendekatan fenomenologi dengan metode wawancara. Hasil penelitian ini menunjukkan bahwa pola pengawasan dan pembinaan kepala sekolah untuk peningkatan kinerja guru di SDIT Fauziah Yarsi Mataram mengenai kemampuan peningkatan kinerja guru dengan cara pengawasan dan pembinaan yang dilakukan oleh kepala sekolah mengetahui kendala kepala sekolah untuk peningkatan kinerja guru secara profesional, perlunya peningkatan kinerja guru.

## INTRODUCTION

One of the government programs based on the Constitution the basis fought for by the nation that is educating life nation through education. Superiority source power man development field government-run education together with Public is effort realize wish national the because role education it's very decisive in effort reach with that. Head school as a leader in the neighbourhood unit education must capable realize destination goals that have been



Available online at  
<http://jurnal.unsyiah.ac.id/riwayat/>

determined, leadership in environment something unit education always involve effort head school for influence the behaviour of his followers/teachers in something situation. Head school could doing function leadership with good if have authority and must have the ability for use authority the to the teachers so that obtained good teacher performance and discipline. So in general could see from room scope Duty head school could classify Becomes two aspects among them that is a worker in the field administration school as well as with teacher training and professional education. Head school sued for showing ability build work same with all personal in climate work open partnership as well as increase parti-cipation active from the students parents so that head school can get Support full every program it works. Involvement head school in the learning process student more many conducted no direct that is through construction towards teachers and efforts provide means study needed in achievement destination education.

Head school as a communicator that is on duty Becomes an intermediary carry on instructions to the teacher and distribute personal aspirations of the school to the institution that, to the teachers to agency vertical nor society, pattern communication from head school in general character kinship. (Slamet, 2017). In addition to communication media, it is very necessary very because continuous communication so that the head schools and teachers can cooperate with good could each other help as well as share information about development work, obstacles and possible problems arise, solutions that can be used for resolve various problem and how the head school could help teachers, with there is good communication will take effect to enhancement teacher performance.

Performance or performance work is results achieved in doing Duty assigned tasks to him based on skills experience and sincerity in applying result; teacher performance (Hasibuan, 2005). Dominate implement and develop ingredient learning discipline in teaching and others, creativity in doing the teaching, a head school could give input motivation as well as a role model for student as well as not quite enough answer to his job because that Duty head school is as a leader is To evaluate teacher-led performance because important for conducted remember function

as an evaluation medium supervision leadership to head the school.

Based on the facts obtained in the field before the transfer of the principal position in 2019 happened to the current principal, information was obtained that the problem of discipline and performance in schools with values and work ethics such as SDIT Fauziah Yarsi Mataram, became the main problem in schools. This is an indication that there is still low discipline and low teacher performance at SDIT Fauziah Yarsi Mataram related to all teaching and learning activities and activities in several classes do not run smoothly due to frequent delays and teachers, activities related to administration often make learning material impromptu, this administrative activity does not run well because there are some teachers who can't and don't understand how to make administration following the procedures, in the end, it's in vain.

Indication other is low teacher performance at SDIT Fauziah Yarsi Mataram could seen from various aspect ability the professionalism of teachers who are still low, finally the teacher often go out enter without there is obvious reasons. In teaching and learning activities at SDIT Fauziah Yarsi Mataram, some teachers teach not according to their fields, discipline and performance problems are indirectly influenced by the principal's leadership pattern. The learning outcomes are still very low, so the researchers raised this study based on the facts in the field.

Based on field observation is known that supervision carried out by the head school, waka curriculum, waka student, guardian class and public relations are very influential and very decisive to results learning and teacher discipline for progress school, a teacher has Duty tree for teach and guide student is lead and manage, coordinate to the teacher along with the staff for cooperate with good for reach destination good school , lead and manage very easy for said but difficult for held because need Skills special and sacrifice especially exemplary that can imitated and digugu .

A head school, therefore, should Becomes surri good example for teachers and staff nor students and parents guardian students, so based on fact the really important for held a related research with problem coaching and supervision head school, so limitation

from study this is linkage with pattern supervision and coaching on discipline teacher performance in a institution education depends how role a head school in give decision policy to subordinate or orders to the teacher, so head school sued for apply leadership by right and consequences, and leadership this is what 's next many influence led behavior seen from background back and explanation the so researcher interested for make study with title Supervision and coaching Pattern Head school for enhancement teacher performance at SDIT Fauziah Yarsi Mataram.

## RESEARCH METHODS

Method research used in study this use Method research used in the study this use Approach used is approach qualitative type approach Phenomenology that is study seen as one form study qualitative. This research analyzes reactions and interactions system phenomenology by empirical internally and externally at SDIT Fauziah Yarsi. Research location at SDIT Fauziah Yarsi Mataram located in the city of Mataram which is addressed at Jalan TGH Ali Batu, South Ring of Mataram ward East Pagutan Mataram City, and resource persons in the study this is Head School, Deputy Head of Curriculum, Deputy Head of Student Affairs, Public Relations, and Guardian class and supporting data document other.

## RESULT AND DISCUSSION

### Factor supporter

Teacher performance in the environment school have very big contribution against achievement of targets and goals schools that have set . Teacher performance can seen from results work everyday that can give score more for progress school. Assessment this teacher 's performance could rated with a number of aspect like ability technical, ability conceptual and ability connection internati-onal.

### Technical Ability

Evaluation teacher work from aspect ability technical this will see ability a teacher uses knowledge, methods, techniques and equipment used for carry out Duty as well as experience and training gained. Ability

technical this is really needed by a teacher to act professionally to his job. Following this results Interview related with problem this.

*"Rating to the performance of teachers in our school can be see ability use all knowledge and insight for doing duties and responsibilities so that could produce quality work in field education "(interview with head Fauziah Elementary School Yarsi Mataramsyamul bahri December 1 , 2021)*

Based on results Interview the obtained information that ability technical this is mastery good methods, techniques and methods in doing duties and obligations as a teacher can increase the teacher 's performance. Following this Interview towards the teacher of SDIT Fauziah Yarsi Mataram that strengthens statement that.

*"In doing our duties and responsibilities at school sued for use ability technical that we have like usage techniques and methods good teaching so that will obtained results satisfying study "(interview with SDIT Fauziah teacher Yarsi Mata-ramariani December 1 , 2021).*

*"We were sued by the chief school so that always Secrete all our skills and knowledge in carry out our duties and obligations so that will obtained suitable result with the expected" (interview with SDIT Fauziah teacher Yarsi Mataram December 1, 2021).*

Based on results Interview the could concluded that effort upgrade Teacher performance at SDIT Fauziah Yarsi Mataram could conducted with utilise the abilities possessed by teachers such as use techniques, methods and methods good study in doing activity study teaching, Use ability the under supervision head school so that there is obtained results profession in accordance with what to expect. Based on results questionnaire stated that 93% of respondents believe use the correct method, method and technique could increase teacher performance.

### Ability Conceptual

Evaluation teacher performance from aspect ability conceptual this see ability a teacher in understand complexity school and

under-stand task, function as well as not quite enough answer as a teacher. Understanding to complexity very school needed a teacher for adapt profession with condition school. Following this results Interview related with problem this.

*"We always emphasize to every teacher for always understand problems and conditions faced school so that in doing duties and responsibilities will could walk with good . Usually the problem we are facing is existence limitations facilities. But Thing the no become obstacle for teachers here for Secrete ability the best in educate student" (interview with head Fauziah Elementary School Yarsi Mataram shamsul bahri on December 1, 2021)*

Based on results Interview the obtained information that ability conceptual a teacher is needed in doing duties and responsibilities because no all school have ideal conditions for doing task. Here this Interview towards teachers at SDIT Fauziah Yarsi Mataram that strengthens statement that.

*"In doing our duties and responsibilities as a teacher we must always adapt self with condition school at the time that. So that the work we do will more effective and hit the target we have planned" (interview with SDIT Fauziah teacher Yarsi Mataram Baiq supiani December 1, 2021).*

*"condition our school is not free from the problems we face so we have to understand and understand problems faced by schools \_ so we can Act in accordance with condition that "(interview with SDIT Fauziah teacher Yarsi Mataram Baiq supiani December 1 , 2021).*

Based on results Interview the could concluded that teacher 's ability in doing duties and obligations must customized with conditions and circumstances school for produce optimal and appropriate work with plan. With condition That's a teacher at SDIT Fauziah Yarsi Mataram understand and respond so that could adapt in doing task. Based on results questionnaire declare that 76% of

respondents believe teacher 's ability in adapt with condition school could increase ability operate duties and obligations.

### **Ability Interpersonal Relations**

Evaluation teacher work from aspect ability interpersonal relationships will see ability teacher in work same in doing his job good that with fellow teachers, employees nor with head school. Besides that, ability a teacher gives motivation especially to student in Thing motivation learn, give influence to assessment ability interpersonal relationships. Following this results Interview related with problem this.

*"In carry out teacher's job is often work same with head schools, other teachers, TU and also students. This thing conducted because profession the concerning many interest so that demand existence work same with the other party "(interview with head Fauziah Elementary School Yarsi Mataram shamsul bahri December 1 , 2021)".*

Based on results Interview the obtained information that for support achievement results maximum the work done by a teacher is required existence cooperation with party another. So that a teacher is required could to do cooperation with party another. Following this Interview towards the teacher of SDIT Fauziah Yarsi Mataram that strengthens statement that.

*For reach maximum results in doing our duties and responsibilities in give teaching to our students are required for To do cooperation with teachers, employees or with students for flue-ncy our work"(interview with SDIT Fauziah teacher Yarsi Mataram Maulida December 1 , 2021).*

*"In doing Duty educate our students need help the other party so that we always To do cooperation for smoothness implementation activity "(interview with SDIT Fauziah teacher Yarsi Mataram birthday December 2 , 2021).*

Based on results Interview the could concluded that ability cooperation between the teacher and the other side is good that he-

ad schools, teachers, employees and students could help produce optimal job, A professional teacher will could easy To do connection cooperation with party another. Connection cooperation between teachers and head school will cover deficiency a teacher because head school play a role as a supervisor who will give input in every work done by a teacher based on.

### **Factor obstacle/obstacle**

The discipline factor plays a very important role in the implementation of the daily tasks of teachers. A teacher who has a high level of discipline will continue to work well even without being supervised by the principal. A disciplined teacher will not steal work time to do other things that have nothing to do with work. Likewise, teachers who have discipline will obey the existing regulations in the work environment with high awareness without any sense of coercion. In the end, teachers who have high work discipline will have good performance when compared to lazy teachers. The work discipline analysis of SDIT Fauziah Yarsi Mataram teacher will refer to Jasin's theory (1989) which divides discipline into two, namely self-discipline and group discipline. The analysis is done by looking at the implementation of the two disciplines.

### **Discipline Self**

Discipline self is is developed discipline or controlled by self alone. this is manifestation or actuation from not quite enough answer private. Discipline self is the results of the learning process (socialization) from family and society. Planting cherished values discipline, is supplies positive for grow and develop discipline self. On study this discipline self this depicted in a teacher who is trying for obey applicable regulations. Because supplies obedience to existing regulations \_ practice discipline self. This thing will be very good in skeleton increase professionalism a teacher. Following this results Interview related with problem that.

*"For increase teacher discipline at school, we make strict rules like teacher attendance, use uniform, obligation follow ceremony and ceremony many*

*again. With existence regulation the it is hoped that teachers can give example to the students. And our job as head school for monitoring implementation regulation that "(interview with head Fauziah Elementary School Yarsi Mataram Syamsul bahri December 2 , 2021)*

Based on results Interview the obtained information that implementation discipline self for the teachers of SDIT Fauziah Yarsi Mataram aim for practice discipline the final self will impact to ability discipline yourself in activities study teach. Following this Interview towards the teacher of SDIT Fauziah Yarsi Mataram that strengthens statement that.

*"Party school make regulation for adhered to and purposeful for increase discipline each teacher and employee other. Discipline self this will take effect to our personality in the end will increase our quality in doing activity study teaching"( interview with SDIT Fauziah teacher Yarsi Mataram Iskandar on December 2 , 2021)*

*"Rules made by parties "school must we always obey. Because it will train us discipline self " ( inter-view with SDIT Fauziah teacher Yarsi Mataram Iskandar on December 2, 2021)*

Based on results Interview the could concluded that implementation discipline at SDIT Fauziah Yarsi Mataram aim for practice discipline self all the existing community at school including teachers. For implementation teachers implementation self this deny it important for melaith discipline to all activity including in the learning process teach. As example of the teacher who came appropriate time when teach will could utilise time teach with as much as possible possible so that all plan learning made will could done with good. Statement this strengthened with results a questionnaire stating respondents 80% respondents feel convinced implementation discipline self in the form of each teacher 's obedience to the regulations governing various activities at school will beneficial for in skeleton increase ability teacher professionalism.

## Discipline Group

Implementation discipline group based on view that in the group work there is standard size achievements that have been determined. Discipline group will achieved if discipline self has grow in each teacher. That is, group will produce optimal work if each member group could give share appropriate with rights and responsibilities he answered. On research this discipline group is discipline implemented by the teacher with look at one institution no by each teacher individually. Following this results Interview related with problem this.

*"(Discipline groups at our school will see by whole results work from whole lecturer and not look at each individually. This thing could look the effect to progress education by common in our school "( interview with head Fauziah Elementary School Yarsi Mataram Syamsul bahri December 2, 2021)".*

Based on results Interview the obtained information that implementation discipline group at SDIT Fauziah teacher Yarsi Mataram. Aiming for maximizing results work all teachers for each school. Here this Interview towards the teacher of SDIT Fauziah Yarsi Mataram that strengthens statement that.

*"For doing profession promote education in schools, we are required for have a sense of discipline because with a sense of discipline then we can doing our duties and obligations to the fullest possible because a sense of responsibility "(interview with SDIT Fauziah teacher Yarsi Mataram, Husnul khotimah December 2, 2021)*

*"Discipline group is needed for realize goals and aspirations school because with existence discipline in doing Duty from each teacher will make it easy in realize destination that "(interview with SDIT Fauziah teacher Yarsi Mataram Khusnul hotimah December 2, 2021)*

Based on results Interview the could concluded that implementation discipline group could done if each teacher has awareness self to duties and responsibilities the answer with have commitment to school

the place they work. Implementation discipline group will walk with good and effective if there is supervision *monitoring* of head school. Supervision this required for see problem field, chief school will give input for more results \_ good. Statement this strengthened with results questionnaire that answered 88% of respondents feel convinced implementation discipline group could optimizing achievement destination education at school.

Evaluation to performance is something very important activity for something institution because results evaluation this could made as size success organization in achievement its vision and mission. With to do evaluation to performance, then effort for repair implementation Duty subject and function organization could conducted by systematic and more directed Trace of Discipline Education somebody of course different between the one with the others. There are two factors that can influence formation something discipline in self somebody namely: Based on results analysis to discipline Fauziah Elementary School teacher work Yarsi Mataram could concluded that level discipline SDIT teacher Fauziah Yarsi Mataram could said good. The indicator is optimal the work done by the teachers is appropriate with goals and planning early. this could occur because existence awareness and sense of responsibility answer to duties and obligations. Factor other is existence supervision carried out head school to every the work done by the teachers. Based on results Interview the obtained information that ability technical this is mastery good methods, techniques and methods \_ in doing duties and obligations as a teacher can increase the teacher's performance. Following this Interview towards the teacher of SDIT Fauziah Yarsi Mataram that strengthens statement that.

*"In doing our duties and responsibilities at school sued for use ability technical that we have like usage techniques and methods good teaching \_ so that will obtained results satisfying study " ( interview with SDIT Fauziah teacher Yarsi Mataram ariani December 1 , 2021).*

*"We were sued by the chief school so that always Secrete all our skills and know-*

*ledge\_in carry out our duties and obligations so that will obtained suitable result\_with the expected "(in-terview with SDIT Fauziah teacher Yarsi Mataram ariani December 1, 2021).*

Based on results Interview the could concluded that effort upgrade Teacher performance at SDIT Fauziah Yarsi Mataram could conducted with utilise the abilities possessed by teachers such as use techniques, methods and methods good study in doing activity study teaching, Use ability the under supervision head school so that there is obtained results profession in accordance with what to expect. Based on results questionnaire state that 93% of respondents believe use the correct method, method and technique could increase teacher performance. So that everything that hinders or problems that occur could overcome with good in accordance with a number of problems that occur good from internal and external *"For increase teacher discipline at school, we make strict rules like teacher attendance, use uniform, obligation follow ceremony and ceremony many again. With existence regulation the it is hoped that teachers can give example to the student. And our job as head school for monitoring implementation regulation that "(interview with head Fauziah Elementary School Yarsi Mataram Syamsul bahri December 2, 2021)".*

Based on results Interview the obtained information that implementation discipline self for the teachers of SDIT Fauziah Yarsi Mataram aim for practice discipline the final self will impact to ability discipline yourself in activities study teach. Following this Interview towards the teacher of SDIT Fauziah Yarsi Mataram that strengthens statement that.

*Party school make regulation for adhered to and purposeful for increase discipline each teacher and employee other. Discipline self this will take effect to our personality in the end will increase our quality in doing activity study teaching" (interview with SDIT Fauziah teacher Yarsi Mataram Iskandar on December 2, 2021).*

*Rules made by parties " school must we always obey. Because it will train us discipline self" (interview with SDIT*

*Fauziah teacher Yarsi Mataram Iskandar on December 2, 2021).*

## CONCLUSION

Based on results analysis and discussion about supervising and coaching pattern, head of school in increase the discipline and performance of SDIT Fauziah teachers Yarsi Mataram, then could concluded the pattern of coaching and supervision head Fauziah Elementary School Yarsi Mataram is could drawn conclusion that head school is something ability and process to influence guide coordinate move related with head fungus duty school. There are several the obstacle that must be done by a head school to create atmosphere good study with method discipline self, discipline group as well as awareness that each could bring change in enhancement teacher performance

## RECOMMENDATIONS

Based on the results of the interpretation of the data and the conclusions above, this study recommends several things as follows. The pattern of supervision and coaching, both individually and in groups, needs to be applied by the principal to identify any problems faced to find solutions. Implementation of discipline, both self-discipline and group discipline in each school need to be supported by rewards or punishments as a way to improve discipline. It is necessary to improve teacher performance in every school by increasing teacher professionalism by participating in every training and upgrading and encouraging teacher certification.

## BIBLIOGRAPHY

- Arikunto, Suharsimi. (1996). *Penilaian Program Pendidikan*. Yogyakarta: PT. Bina Aksara
- Azwar, S. (2001). *Reliabilitas dan validitas SPSS*. Yogyakarta: Pustaka Pelajar
- Bacal, R. (2001) *Performance Management*. Jakarta: Gramedia Pustaka
- Bernanrdi, H.J. & Russel, J.F.A (1998) *Humon Resource Management: An Experiental Approach*. 2 Edition. Boston: McGraw-Hill Copainies,Inc

- Burhanuddin. (1994). *Analisis Administrasi Manajemen dan Kepemimpinan Pendidikan*. Jakarta: Bumi Aksara
- Daryanto, M. (1998). *Administrasi Pendidikan*. Jakarta: Rineka Cipta
- Dessler, G. (2016) *Human Resource Managemen. 8 editing*. New Jersey: Prentice-Hall, Inc
- Effendi, A. (1996). *Seri Monografi Fakultas Ilmu Sosial dan Ilmu Politik Universitas Gadjah Mada Yogyakarta No. 01 Tahun 1989*. Yogyakarta
- Fadilla, A. (1996). *Disiplin Kerja*. Bulletin Psikologi UGM, IV (2), 32-42
- Gomes, F.C (2000). *Manajemen Sumber Daya Manusia*. Yogyakarta: Andi Offset.
- Handoko, H. (1994). *Manajemen Ed. Ke-2*. Yogyakarta: BPFE
- Hasibuan, M. (2001). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara
- Hersey, P. & Blanchard, K.H (1990). *Leadership and the One Minute Manager*. New Jersey: William Morrow
- Imron, A. (1995). *Pembinaan Guru Indonesia*. Jakarta PT. Dunia Pustaka Jaya
- Ivancevic, J.M (1992). *Human Resource Managemen Foundations of Personel. 5 th Edition*. Boston: Richard D. Iriwin, Inc
- Jasin, A. (1989). *Peningkatan Pembinaan Disiplin Nasional Dalam Sistem dan Pola Pendidikan Nasional. Dalam Analisis CSIS.- No\$ Tahun XVII, Juli-Agustus 1989*. Jakarta: Center for STartegic And International Student
- Koentjaraningrat. (1986). *Pengantar Ilmu Antropologi*. Jakarta: Penenrbit Aksara Baru
- Koontz, C. O'Donnel, H. & Wehrch. (1984). *Management*. Singapore: McGrwa Hill Inc
- Lamatenggo. (2001). *Kinerja Guru: Korelasi anantara Persesi Guru terhadap Perilaku Kepemimpinan Kepala Sekolah, Motivasi Kerja dan Kinerja Guru*. Jakarta: Universitas Negeri Jakarta
- Lazarunth, S. (1984). *Kepala Sekolah dan Tanggung Jawabnya*. Yogyakarta: Kani-sisu.
- Manhkunegara, A.P (2004). *Manajemen Sumber Daya Manusia*. Bamdung: PT Remaja Rosdakarya
- Mathis, R.L, & Jaction, J.H. (2004). *Humas Resourche Managent*. Diterjemahkan Diana Angelica. Jakarta: Salemba Empat
- Moleong, L.J (2001). *Metodologi Penelitian Kualitatif*, Bandung: PT. Remaja Rosdakarya
- Milles, Hubermen dan saldana (1984) "Analisis Data Kualitatif",
- Nasution, M.N (2004) *Manajemen Mutu Terpadu*. Bogor: Ghalia Indonesia.
- Nitisemito, A.S. (1996) *Manajemen Personalial: Manajemen Sumber Daya Manusia*. Cetakan Kesembilan. Jakarta: Penerbit Ghalia
- Noe, R. A, Hollenbeck, J.R, Gerhart, B. & Wreight.P.M (2000). *Human Resource Management: Gaining a Competitive Advantage, 3th Edition*. Boston: McGraw-Hill Companies.Inc
- Pemudji, S. (1993). *Kepemimpinan Pemerintah Indonesia*. Bandung: Bumi Aksara
- Purwanto, M. N dan Sutadji, D. (1986), *Administrasi Pendidikan*. Mutiara Sumber Widya
- Purwanto, M. N (1994), *Ilmu Pendidikan Teoritis, dan Praktis*. Mutiara Sumber Widya
- Rusel, M. N (2017). *Administrsi dan Spervisi Pendidikan*. Bandung: Remaja Rosda Karya.
- Rivai, V. (2004) *Manajemen Sumber Daya Manusi Untuk Perusahaan: Dari Teori ke Praktik*. Jakarta: PT. Raja Grafindo Persada
- Robbins S.P. (1994), *Perilaku Organisasi, Konsep Kontroversi, Aplikasi*. Jakarta: Prenhallindo
- Ruky, S. (2004) *Sistem Manajemen Kerja*. Jakarta: Gramdia Pustaka Utama
- Sahertian, P.A (1981). *Prinsip dan Teknik Supervisi Pendidikan*. Surabaya: Usaha Nasional
- Sastrohadiwiryono. B.S. (2003) *Manajemen Tenaga Kerja Indonesia, Pendekatan Administration dan Operasional*. Jakarta: Bumi Aksara
- Saydam, G. (1996) *Manajemen Sumber Daya Manusi, Jilid I*. Jakarta: PT Gunung Agung
- Simamora, H. (1999). *Manajemen Sumber Daya Manusia*. Yogyakarta: STIE YKPN.
- Singaribun, M. & Effendi, S. (1989). *Metode Penelitian Survai*, Jakarta: LP3ES
- Slamet, P. (2017). *Karakteristik Kepala Sekolah Yang Tangguh*. *Jurnal Pendidikan*, jilid 3.No. 5.
- Soeratno, & Arsyad, L. (1999). *Metodologi Penelitian Untuk Ekonomi dan Bisnis*. Yogyakarta: UPP AMP YKPN



- Soetopo, H. & Sumanto, W. (1998) *Kepemimpinan dan Supervisi Pendidikan*. Jakarta: Bina Aksara
- Sugandha, D. (1986). *Kepemimpinan di Dalam Administrasi*. Bandung: CV. Sinar Baru
- Sulistiyanim, A.T & Rosida. (2003). *Manajaemen Sumber Daya Manusi*. Yogyakarta: Graha Ilmu
- Sumidjo, W. (1999). *Kepemimpinan Kepala Sekolah*. Jakarta: Raja Grafindo Persada
- Surachmad, Winarno. (1989). *Pengantar Penelitian Ilmiah*. Bandung: Tarsito
- Wahyudi, A.S. (2001). *Managemen Strategi Pengantar Proses Berfikir Strategik*. Jakarta: Binarupa Aksara
- William, R.J (1994). *The Impact of Worker Preferences on Pension Coverage in the HRS*. New York: Rand Corporation
- Yulk, G. (1989). *Leadership in Organization*. New Jersey. Perentice Hall
- Yudincitriadin (2019 *jurnal internasional , pengaruh kinerja guru, universitas islam Negeri Mataram vol6*
- Zaurah, S. (1996). *Reformasi Administrasi: Konsep, Dimensi dan Startegi*, Jakarta: Bumi Alsara.