PENINGKATAN MUTU SEKOLAH
BERBASIS MANAJEMEN SEKOLAH DAN PARTISIPASI MASYARAKAT

DISERTASI

diajukan untuk memenuhi sebagaian syarat untuk memperoleh gelar Doktor Administrasi Pendidikan pada Program Doktor Administrasi Pendidikan

Oleh

Syahrial Syah
NIM. 2211394

PROGRAM STUDI ADMINISTRASI PENDIDIKAN
FAKULTAS ILMU PENDIDIKAN
UNIVERSITAS PENDIDIKAN INDONESIA
2025

Peningkatan Mutu Sekolah
Berbasis Manajemen Sekolah dan Partisipasi Masyarakat

Oleh
Syahrial Syah

S.Pd. Universitas Pendidikan Indonesia, 1993
MA in Primary Education, 1997

Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh
gelar Doktor Pendidikan (Dr) pada Fakultas Ilmu Pendidikan

© Syahrial Syah 2025
Universitas Pendidikan Indonesia
Februari 2025

Hak Cipta dilindungi undang-undang.
Disertasi ini tidak boleh diperbanyak seluruhnya atau sebagian,
dengan dicetak ulang, difoto kopi, atau cara lainnya tanpa izin dari penulis.

PENINGKATAN MUTU SEKOLAH BERBASIS MANAJEMEN SEKOLAH DAN PARTISIPASI MASYARAKAT

disetujui dan disahkan oleh:
Promotor

Prof. Dr. Dedy Achmad Kurniady, M.Pd.
NIP. 197106092005011001

Ko-Promotor

Prof. Dr. TjutjuYuniarsih, S.E., M.Pd.
NIDK. 8937801024

Anggota

Dr. Eka Prihatin, M.Pd.
NIP. 196607122006042001

Mengetahui,
Ketua Program Studi Administrasi Pendidikan
Fakultas Ilmu Pendidikan
Universitas Pendidikan Indonesia,

Dr. Suyuri, M.Pd
NIP. 197011091998021001

PENINGKATAN MUTU SEKOLAH
BERBASIS MANAJEMEN SEKOLAH DAN PARTISIPASI MASYARAKAT

Syahrial Syah
NIM. 2211394
Promotor: Prof. Dr. Dedy Achmad Kurniady, M.Pd.
Ko-Promotor: Prof. Dr. Tjutju Yuniarsih, S.E., M.Pd
Anggota: Dr. Eka Prihatin, M.Pd
Program S3 Administrasi Pendidikan Fakultas Ilmu Pendidikan

ABSTRAK

Penelitian ini bertujuan untuk meningkatkan mutu sekolah dengan fokus pada manajemen sekolah dan partisipasi masyarakat di Kabupaten Kepulauan Meranti. Metode penelitian yang digunakan adalah metode campuran, dengan pendekatan *eksplanatory sequential*, yang menggabungkan data kuantitatif melalui survei dan data kualitatif melalui wawancara mendalam. Menurut teori manajemen mutu pendidikan yang dikemukakan oleh Sallis (2012), sekolah dapat meningkatkan kualitas pendidikan mereka melalui pengelolaan yang efektif yaitu manajemen sekolah yang baik, yang mencakup perencanaan yang cermat, pengorganisasian yang efisien, kepemimpinan yang kuat, pengawasan yang cermat, dan evaluasi yang terus menerus terhadap kinerja sekolah dan pentingnya peran partisipasi masyarakat yaitu melibatkan orang tua, komunitas lokal, dan pemangku kepentingan lainnya dalam pengambilan keputusan serta pelaksanaan program sekolah. Hasil penelitian menunjukkan bahwa manajemen sekolah berpengaruh positif signifikan terhadap mutu sekolah dengan koefisien sebesar 0,576. Partisipasi masyarakat juga menunjukkan pengaruh positif terhadap kualitas sekolah dengan nilai sebesar 0,173. Temuan ini menekankan pentingnya kepemimpinan yang efektif, kolaborasi dengan masyarakat, dan manajemen sekolah yang matang dalam meningkatkan kualitas pendidikan di daerah yang dikaji. Merujuk hasil penelitian tersebut, dirumuskan Model Hipotetik (Model KP4) yang dikembangkan berdasarkan analisis terhadap kepentingan sekolah, manajemen sekolah, budaya organisasi, dan partisipasi masyarakat. Model KP4 diharapkan dapat menjadi acuan bagi kepala sekolah, guru, dan pemangku kepentingan dalam mengelola sekolah secara lebih partisipatif dan efektif, guna mencapai mutu pendidikan yang lebih baik. Penelitian ini juga memberikan kontribusi terhadap pengembangan teori manajemen pendidikan dan dapat menjadi landasan dalam penyusunan kebijakan pendidikan yang berorientasi mutu.

Kata Kunci: *Manajemen sekolah, Partisipasi masyarakat, Mutu sekolah, Model KP4.*

IMPROVING SCHOOL QUALITY BASED ON SCHOOL MANAGEMENT AND COMMUNITY PARTICIPATION

Syahrial Syah
NIM. 2211394
Promoter: Prof. Dr. Deddy Achmad Kurniady, M.Pd.
Co-Promoter: Prof. Dr. Tjutju Yuniarsih, S.E., M.Pd.
Member: Dr. Eka Prihatin, M.Pd.
Program S3 Administrasi Pendidikan Fakultas Ilmu Pendidikan

ABSTRACT

This study aims to improve school quality by focusing on school management and community participation in Kepulauan Meranti Regency. The research method used is a mixed method, with an explanatory sequential approach, which combines quantitative data through surveys and qualitative data through in-depth interviews. According to the theory of educational quality management proposed by Sallis (2012), schools can improve their education quality through effective management, namely good school management, which includes careful planning, efficient organization, strong leadership, careful supervision, and continuous evaluation of school performance and the importance of the role of community participation, namely involving parents, local communities, and other stakeholders in decision making and implementing school programs. The results of the study showed that school management had a significant positive effect on school quality with a coefficient of 0.576. Community participation also showed a positive effect on school quality with a value of 0.173. These findings emphasize the importance of effective leadership, collaboration with the community, and mature school management in improving the quality of education in the studied area. Referring to the results of the study, a Hypothetical Model (KP4 Model) was formulated which was developed based on an analysis of school interests, school management, organizational culture, and community participation. The KP4 Model is expected to be a reference for principals, teachers, and stakeholders in managing schools in a more participatory and effective manner, in order to achieve better education quality. This study also contributes to the development of educational management theory and can be a basis for formulating quality-oriented education policies.

Keywords: *School management, Community participation, School quality, KP4 Model.*

DAFTAR ISI

Halaman

LEMBAR HAK CIPTA ..... **i**
HALAMAN PENGESAHAN ..... **ii**
HALAMAN PERNYATAAN KEASLIAN ..... **iii**
UCAPAN TERIMA KASIH ..... **iv**
ABSTRAK ..... **vi**
KATA PENGANTAR ..... **viii**
DAFTAR ISI ..... **x**
DAFTAR GAMBAR ..... **xiii**
DAFTAR TABEL ..... **xiv**
DAFTAR LAMPIRAN ..... **xv**
BAB I PENDAHULUAN **1**
1.1. Latar Belakang 1
1.2. Rumusan Masalah 12
1.3. Tujuan Penelitian 12
1.4. Manfaat/ Signifikasi Penelitian 13
1.5. Ruang Lingkup Disertasi 14
BAB II KAJIAN PUSTAKA **15**
2.1. Mutu Sekolah 15
2.1.1. Pengertian 15
2.1.2. Mutu Pendidikan Sekolah 18
2.1.3. Indikator Mutu Sekolah 21
2.1.4. Strategi Peningkatan Mutu Sekolah 24
2.1.5. Faktor-faktor Meningkatkan Mutu Sekolah 27
2.1.6 Kepuasan Pelanggan *(Customer Satisfaction)* 30
2.2. Penerapan Manajemen Sekolah 32
2.2.1. Pengertian 32
2.2.2. Fungsi Manajemen Sekolah 35
2.2.3. Tujuan Manajemen Sekolah 38
2.2.4. Indikator Manajemen Sekolah 39
2.2.5. Hubungan antara Manajemen Sekolah dengan Manajemen Mutu 40
2.3. Patisipasi Masyarakat 41
2.3.1. Pengertian 41
2.3.2. Tujuan Partisipasi Masyarakat 44
2.3.3. Pendekatan Partisipasi Masyarakat terhadap Sekolah 44
2.3.4. Indikator Partisipasi Masyarakat 48

2.4. Budaya Organisasi 49
2.4.1. Pengertian 50
2.4.2. Fungsi Budaya Organisasi 51
2.4.3. Karakeristik Budaya Organisasi 51
2.4.4. Manfaat Budaya Organisasi 53
2.4.5. Hubungan antara Budaya Organisasi dengan Mutu 53
2.4.6. Indikator Budaya Organisasi 54
2.5. Penelitian Terdahulu yang Relevan 55
2.6. Kerangka Penelitian 69
2.7. Hipotesis Penelitian 75
BAB III METODE PENELITIAN 76
3.1. Desain Penelitian 76
3.2. Partisipan dan Tempat Penelitian 79
3.3. Populasi dan Sampel 79
3.4. Variabel Penelitian 80
3.4.1. Variabel Mutu Sekolah 82
3.4.2. Variabel Manajemen Sekolah 84
3.4.3. Variabel Partisipasi Masyarakat 86
3.4.4. Variabel Budaya Organisasi 88
3.5. Teknik Pengumpulan Data 89
3.6. Instrumen Penelitian 91
3.7. Prosedur Penelitian 93
3.8. Analisis Data 94
3.8.1. Analisis Statistik Deskriptif 95
3.8.2. Analisis Data Kuantitatif 95
3.8.3. Analisis Data Kualitatif 101
BAB IV HASIL PENELITIAN 107
4.1. Gambaran Mutu Sekolah SMP di Kabupaten Kepulauan Meranti 107
4.2 Gambaran Manajemen Sekolah SMP di Kabupaten Kepulauan Meranti 137
4.3 Gambaran Partisipasi Masyarakat di Kabupaten Kepulauan Meranti 158
4.4 Gambaran Budaya Organisasi SMP di Kabupaten Kepulauan Meranti 181
4.5 Pengaruh Manajemen Sekolah terhadap Mutu SMP Kabupaten Kepulauan Meranti 199

4.6 Pengaruh Partisipasi Masyarakat terhadap Mutu SMP Kabupaten Kepulauan Meranti 202
4.7 Pengaruh Budaya Organisasi terhadap Mutu SMP Kabupaten Kepulauan Meranti 204
4.8 Pengaruh Manajemen Sekolah terhadap Mutu Sekolah yang dimediasi Budaya Organisasi 206
4.9 Pengaruh Partisipasi Masyarakat terhadap Mutu Sekolah yang dimediasi Budaya Organisasi 208
BAB V PEMBAHASAN 210
5.1 Gambaran Mutu Sekolah 210
5.2 Gambaran Manajemen Sekolah 211
5.3 Gambaran Partisipasi Masyarakat 213
5.4 Gambaran Budaya Organisasi 217
5.5 Pengaruh Manajemen Sekolah terhadap Mutu 222
5.6 Pengaruh Partisipasi Masyarakat terhadap Mutu 224
5.7 Pengaruh Budaya Organisasi terhadap Mutu 228
5.8 Pengaruh Manajemen sekolah terhadap Mutu Sekolah yang dimediasi Budaya Organisasi 231
5.9 Pengaruh Partisipasi Masyarakat terhadap Mutu Sekolah yang dimediasi Budaya Organisasi 234
5.10 Model KP4 dalam Peningkatan Mutu Berbasis Manajemen Sekolah dan Partisipasi Masyarakat 236
BAB VI SIMPULAN DAN IMPLIKASI 304
6.1. Simpulan 304
6.2. Implikasi 307
DAFTAR PUSTAKA 308
LAMPIRAN-LAMPIRAN 320

DAFTAR PUSTAKA

Abdullah, M. (2018). Manajemen Mutu Pendidikan Di Sekolah Peran Kepemimpinan Kepala Sekolah, Profesionalisme Guru, Dan Partisipasi Masyarakat Dalam Peningkatan Mutu Pendidikan Di Sekolah. *Jurnal Penelitian Pendidikan*, *17*(3). https://doi.org/10.17509/jpp.v17i3.9612

Agung Nugroho, Karma Iswasta Eka, & Nur Aini Hidayah. (2023). School-Based Management in Adiwiyata Elementary School, Banyumas. Jurnal Elementaria Edukasia, 6(3), 1218–1230. https://doi.org/10.31949/jee.v6i3.6202

Aina, M. N., & Sundari, J. (2019). Analisis Hubungan Media Pembelajaran Berbasis Teknologi Informasi dengan Minat Belajar Siswa. *Jurnal Ilmiah Informatika Global*, *10*(1). https://doi.org/10.36982/jig.v10i1.730

Akay, M., & İPek, M. B. (2022). OKUL YÖNETİCİLERİNİN YÖNETİMSEL SÜREÇLERDE KARŞILAŞTIKLARI SORUNLAR VE ÇÖZÜM ÖNERİLERİNİN İNCELENMESİ. SOCIAL SCIENCE DEVELOPMENT JOURNAL, 7(33), 127–139. https://doi.org/10.31567/ssd.692

Allais, S. (2010). *Defining Quality in Education*.

Asim, S., & Riaz, A. (2020). Community Engagement in Schools: Evidence from a Field Experiment in Pakistan. World Bank, Washington, DC. https://doi.org/10.1596/1813-9450-9280

Asmawan, Moh. C., Ulfatin, N., Wiyono, B. B., & Burhanuddin, B. (2024). The Role of School Members in Organizational Culture for Work Skills' Formation: Responding to Era of The Industrial Revolution 4.0 Challenges. Jurnal Kependidikan: Jurnal Hasil Penelitian Dan Kajian Kepustakaan Di Bidang Pendidikan, Pengajaran Dan Pembelajaran, 10(1), 113. https://doi.org/10.33394/jk.v10i1.10588

Asyari, S. (2020). Supervisi Kepala Madrasah Berbasis Penilaian Kinerja sebagai Upaya Peningkatan Profesionalitas Guru. *JIEMAN: Journal of Islamic Educational Management*, *1*(2). https://doi.org/10.35719/jieman.v1i2.14

Azan, K., Hasibuan, L., & Us, K. A. (2021). Kebutuhan Akan SDM Doktrin Ekonomi (Konsep MSDM, Identifikasi Nilai SDM, Penawaran dan Permintaan Tenaga Kerja serta Karakteristik Tenaga Kerja Terdidik, Upaya Pengembangan SDM). *Jurnal Keagamaan Dan Pendidikan*, *17*(1).

Bhadra, Manami. (2024). Human Resources for Quality Management in School Education: Managerial Leadership Towards Development of Leaders. *International Journal for Multidisciplinary Research*, *6*(1), 12536. https://doi.org/10.36948/ijfmr.2024.v06i01.12536

Barker, B., & Kent, R. (2020). "The Role of School Management in Promoting Educational Quality." *Educational Management Administration & Leadership*, 48(1), 3–21.

Baker, D., & Welner, K. G. (2011). Regressive equity: The real impact of regressive school funding in urban school districts. Education Policy Analysis Archives, 19, 37.

Bartinelly Sousa Da Silva Melo, S. (2023). DEMOCRATIC SCHOOL MANAGEMENT: ITS IMPORTANCE IN THE EDUCATIONAL PROCESS. Revista Gênero e Interdisciplinaridade, 4(05), 245–258. https://doi.org/10.51249/gei.v4i05.1595

Batra, P., Pillai, P., & Kaim, P. (2023). Quality Education from Teachers' Perspective. RESEARCH REVIEW International Journal of Multidisciplinary, 44–52. https://doi.org/10.31305/rrijm.202

Belousov, Yu. V., & Timofeeva, O. I. (2020). International Experience of Community Participation in the School Education Management. Management Science, 10(3), 48–60. https://doi.org/10.26794/2404-022X-2020-10-3-48-60

Berbar, H., Lotfi, S., Essaoudi, M., & Talbi, M. (2022). A psychometric study: The validation of a school quality assessment tool. The Education and Science Journal, 24(4), 112–139. https://doi.org/10.17853/1994-5639-2022-4-112-139

Berg, M., & Duyar, I. (2020). "Teachers' Professional Development and Educational Outcomes: Insights from School Improvement Practices." *Journal of Educational Change*, 21(2), 245–267.

Bibi, A., & Akram, M. (2022). Effect of Organizational Learning Culture on School Effectiveness. Global Educational Studies Review, VII(IV), 27–39. https://doi.org/10.31703/gesr.2022(VII-IV).03

Bradley, J., & Reardon, L. (2019). School facilities, educational process, and learning outcomes: Identifying the relationships. Journal of Educational Administration, 57(1), 26-42.

Bush, T., & Bell, L. (2018). *The principles and practice of educational management*. SAGE Publications

Bushra Waqar. (2022). Public Participation in School Management as a Catalytic agent for the Enhancement of Education Quality. Propel

Journal of Academic Research, 1(2), 43–55. https://doi.org/10.55464/pjar.v1i2.18

Čamber Tambolaš, A., Vujičić, L., & Jančec, L. (2023). Relationship between structural and social dimensions of school culture. Frontiers in Education, 7, 1057706. https://doi.org/10.3389/feduc.2022.1057706

Capp, G., & Astor, R. A. (2024). Improving School Climate. In C. Franklin (Ed.), The School Services Sourcebook (3rd ed., pp. 376–388). Oxford University PressNew York. https://doi.org/10.1093/oso/9780197603413.003.0028

Christopher. (2003). *Ethical Foundations for Educational Administration*.

Dacholfany, M. I., Wibowo, A., & Fadillah, M. K. (2023). Teacher Quality Dimensions in Improving the Quality of National Education at Madrasah Aliyah in Lampung. Madania: Jurnal Kajian Keislaman, 26(2), 247. https://doi.org/10.29300/madania.v26i2.8263

Daniela, M. (Dragomir), & Florența, P. (Onișoru) G. (2020). Performing Management in School Organizations and Entrepreneurship. International Journal of Applied Research in Management and Economics, 3(3), 1–8. https://doi.org/10.33422/ijarme.v3i3.497

Darimus, D., & Hanif, M. D. (2023). Optimizing Educational Quality in Private Madrasahs: The Influence of Human Resource Management, Organizational Culture, and Community Participation in Pekanbaru City. POTENSIA: Jurnal Kependidikan Islam, 9(1), 94. https://doi.org/10.24014/potensia.v9i1.24238

Darma, H. (2023). Supervisi Pengajaran Sebagai Alat Manajemen Mutu Terpadu Dalam Pendidikan. *Jurnal Serunai Administrasi Pendidikan*, *11*(2). https://doi.org/10.37755/jsap.v11i2.755

Darmawan, I. P. A., Maria, M., Mardin, J., & Pana, T. M. (2022). Community Participation in Improving The Quality of Education During The Covid-19 Pandemic. Devotion : Journal of Research and Community Service, 3(10), 946–952. https://doi.org/10.36418/dev.v3i10.205

De Sordi, M. R. L., Oliveira, S. B. D., Silva, M. M. D., Bertagna, R. H., & Dalben, A. (2016). Indicadores de qualidade social da escola pública: Avançando no campo avaliativo. Estudos Em Avaliação Educacional, 27(66), 716. https://doi.org/10.18222/eae.v27i66.4073

Dewi, D. E. C. & Elfahmi Lubis. (2023). Adaptive Management To Improve The Quality Of Process Standards In Inclusion Schools. JTP - Jurnal Teknologi Pendidikan, 25(1), 117–130. https://doi.org/10.21009/jtp.v25i1.35339

Dr. Syeda Bushra Hussain Naqvi. (2023). COMMUNITY INVOLVEMENT IN SCHOOL EDUCATION. Pakistan Journal of International Affairs, 6(3). https://doi.org/10.52337/pjia.v6i4.958

Draçi, P., & Laska, A. (2023). Public Services, Community, and Its Involvement in Decision-Making for Local Development. Interdisciplinary Journal of Research and Development, 10(1), 11. https://doi.org/10.56345/ijrdv10n102

Ekiugbo, U. K. E. (2023). School Environment: Implication for Pedagogy and Quality Assurance in Social Studies Classroom in Nigeria. British Journal of Education, 11(10), 1–13. https://doi.org/10.37745/bje.2013/vol11n10113

Elbadiansyah, E., & Masyni, M. (2023). Quality Management of School Education Based on School Principle Leadership Role, Teacher Professionalism, and Community Participation In East Kalimantan. Educational Studies: Conference Series, 3(1), 156–166. https://doi.org/10.30872/escs.v3i1.3213

Epstein, J. L. (2001). *School, family, and community partnerships: Preparing educators and improving schools*. Westview Press

Ezra, W., & Charles, M. (2023). Organizational Culture Among Religious Founded Schools in Enhancing Teachers' Performance: A Case Study of Bishop Willigers Secondary School in Bugweri District, Eastern Uganda. Research and Advances in Education, 2(9), 61–73. https://doi.org/10.56397/RAE.2023.09.06

Gonzáles Cardona, J. A., Naranjo Valencia, J., & Calderón Hernández, G. (2023). Relationship between organizational culture and school performance. A study in elementary, middle and high school institutions. Desarrollo Gerencial, 15(2), 1–25. https://doi.org/10.17081/dege.15.2.6414

Grigol Robakidze University, & Nebieridze, K. (2024). School Management Policy: The role of the leader in school management. Academic Digest, 85–105. https://doi.org/10.55896/2298-0202/2022/85-105

Hakim, L. (2022). Strategies for Increasing Community Participation in Education Implementation in Madrasah Aliyah. AL-ISHLAH: Jurnal Pendidikan, 14(4), 6933–6940. https://doi.org/10.35445/alishlah.v14i4.2750

Hallinger, P., & Kovačević, J. (2022). Mapping the intellectual lineage of educational management, administration and leadership, 1972–2020. *Educational Management Administration and Leadership*, *50*(2), 192–216. https://doi.org/10.1177/17411432211006093

Hariyati, N., Bhayangkara, A. N., Islamiah, N., & Ahmadi, W. H. (2023). Relationship between Organizational Culture Openness and Teacher Readiness Quality with School Dynamic Effectiveness in One-Roof

Schools. JPI (Jurnal Pendidikan Indonesia), 12(3), 528–542. https://doi.org/10.23887/jpiundiksha.v12i3.61068

Harris, A., & Goodall, J. (2020). "School and Parent Engagement: The Role of Educational Leadership." *International Journal of Leadership in Education*, 23(2), 146–162.

Harry Sánchez Espejo, F., Flores, E., Ross, A., Gallo, P., Alid, E., Rodriguez, A., Vallejo, C., Nacional, U., & Villarreal, F. (2021). Knowledge management and teamwork in organizational learning in Educational Institutions of Network No. 02, Lima. *Psychology and Education Journal*, *58*(2).

Hayati, F., & Junani, B. L. (2023). Daya Guna Budaya Organisasi dalam Meningkatkan Kinerja Sekolah (Studi di MIS Nurus Salam, Kec. Deli Tua, Kab. Deli Serdang). Journal on Education, 5(3), 9183–9188. https://doi.org/10.31004/joe.v5i3.1722

Hellriegel, D., Jackson, S. E., & Slocum Jr, J. W. (2019). *Management: A practical introduction*. Cengage Learning

Herrera, L., Al-Lal, M., & Mohamed, L. (2020). Academic Achievement, Self-Concept, Personality and Emotional Intelligence in Primary Education. Analysis by Gender and Cultural Group. Frontiers in Psychology, 10, 3075. https://doi.org/10.3389/fpsyg.2019.03075

Hossain, A., & Uddin, E. (2023). Physical School Environment and Infectious Diseases: A Case of Primary School Context in Bangladesh. In P. A. Azeez, P. P. N. Raj, & R. Mohanraj (Eds.), Advances in Human Services and Public Health (pp. 126–151). IGI Global. https://doi.org/10.4018/978-1-7998-9414-8.ch006

Hurriyah, N. K. (2022). Partisipasi Masyarakat Dalam Meningkatkan Mutu Pendidikan Di Madrasah Tsanawiyah. *Ar-Rosikhun: Jurnal Manajemen Pendidikan Islam*, *2*(1). https://doi.org/10.18860/rosikhun.v2i1.13890

Iqbal, M., Syaifuddin, & Sofiyan. (2023). Organizational Climate Impact on Quality Education with Teacher Performance as Intervening Variables (Case Study in High School and Sabang City Smk Aceh Province). International Journal of Professional Business Review, 8(9), e03840. https://doi.org/10.26668/businessreview/2023.v8i9.3840

Irawan, E., Nurhadi, N., & Yuhastina, Y. (2021). Peran komite sekolah dalam meningkatkan mutu pendidikan: Studi pada SMP Negeri 1 Surakarta. *JIPSINDO*, *8*(1). https://doi.org/10.21831/jipsindo.v8i1.38533 Jordan, A. dan A. (2019). MSDM Internasional. *Herususilofia*.

Jannah, R., & Wahyuningsih, O. (2024). The Leadership Role of The School Principal in Effective Educational Management. Asian Journal of Engineering, Social and Health, 3(3), 663–668. https://doi.org/10.46799/ajesh.v3i3.282

Jing Wang. (2024). Research on the Correlation Analysis Algorithm between School Teachers' Equipment and Teaching Quality. Journal of Electrical Systems, 20(6s), 127–134. https://doi.org/10.52783/jes.2622

Jukić, D. (2022). The role of teacher and organizational culture in school management. Strategic Management, 27(2), 17–28. https://doi.org/10.5937/StraMan2200009J

Komariah, A., & Kurniady, D. A.. (2022). Kepemimpinan Pendidikan Abad Ke-21 (2022). PT Raja Grafindo Persada.

Koswara, N., Rus'ansyah, R., Bidin, B., & Maki, A. (2023). Esensialitas Tata Cara Pengelolaan Organisasi Sekolah dalam Menciptakan Sekolah Efektif: Studi Kasus MTS Annur Palangkaraya. EDUKASIA: Jurnal Pendidikan Dan Pembelajaran, 4(1), 181–188. https://doi.org/10.62775/edukasia.v4i1.232

Koundyannan, T., Abdul Kadir, S., Basri, R., & Ayub, A. F. M. (2020). Predictors of School Effectiveness: School Culture and Climate of Sekolah Kebangsaan Malaysia. International Journal of Academic Research in Business and Social Sciences, 10(11), Pages 866-878. https://doi.org/10.6007/IJARBSS/v10-i11/8148

Krijnen, E., Steensel, R. van, Meeuwisse, M., & ... (2022). Aiming for Educational Partnership between Parents and Professionals: Shared Vision Development in a Professional Learning Community. *School Community …*. https://eric.ed.gov/?id=EJ1347508

Kurniady, D. A., Susilana, R., Widodo, M., & Halimi, A. K. (2024). Managerial Performance in Developing School Climate to Improve School Quality. Journal of Education, 204(2), 392–401. https://doi.org/10.1177/00220574211016405

Kurniati, E. (2023). Pengaruh Budaya Organisasi dan Komunikasi Interpersonal Guru terhadap Manajemen Mutu Sekolah Taman Kanak-Kanak. Jurnal Syntax Transformation, 4(5), 50–58. https://doi.org/10.46799/jst.v4i5.732

Landri, P. (2020). Educational leadership, management, and administration through actor-network theory. In *Educational Leadership, Management, and Administration through Actor-Network Theory*. https://doi.org/10.4324/9780429470493

Lara, Leibbrandt. (1997). Community participation in health care decisions.

Lema, P. R., & M. Mwila, P. (2022). Community Involvement in School Activities: Its Effectiveness in Promoting Quality of Learning in Public Secondary Schools in Hai District, Kilimanjaro, Tanzania. International Journal of Research and Innovation in Social Science, 06(09), 613–620. https://doi.org/10.47772/IJRISS.2022.6928

López, M. M., & Martínez, A. M. (2021). "Community Involvement in Education: Enhancing School Quality and Social Impact." *International Journal of Educational Development*, 81, 102398.

Lunkina, M. V., Gordeeva, T. O., Diryugina, E. G., & Pshenichnyuk, D. V. (2023). Teaching Quality as Predictor of Student Engagement, Well-Being and Performance. RUDN Journal of Psychology and Pedagogics, 20(3), 628–649. https://doi.org/10.22363/2313-1683-2023-20-3-628-649

MacBeath, J., & Myers, K. (1999). Effective School Leadership. London: Routledge.

Malipula, M. M. (2024). Community Participation in Community Secondary School Construction Projects in Kibaha District Council, Tanzania. African Journal of Empirical Research, 5(1), 432–444. https://doi.org/10.51867/ajernet.5.1.42

Markowitsch, J. (2018). Is there such a thing as school quality culture?: In search of conceptual clarity and empirical evidence. Quality Assurance in Education, 26(1), 25–43. https://doi.org/10.1108/QAE-07-2015-0026

Martinelli, I., Nasution, N., & Khairiah, N. (2022). The Role of Community Participation in Improving Quality of School Graduates: International Conference on Communication, Policy and Social Science (InCCluSi 2022), Medan, Indonesia. https://doi.org/10.2991/978-2-494069-07-7_61

Marzie, Sanadgol. (2014). Survei Hubungan antara Kelincahan Organisasi dan Kepuasan Kerja Kepala Sekolah.

Matthews, E., & Lippman, P. C. (2020). The Design and Evaluation of the Physical Environment of Young Children's Learning Settings. Early Childhood Education Journal, 48(2), 171–180. https://doi.org/10.1007/s10643-019-00993-x

Maulana, I., Rizal Mz, S., & Anas, A. (2024). The Role of School Principals in Improving the Quality of Learning. Jurnal Edusci, 1(5), 198–207. https://doi.org/10.62885/edusci.v1i5.274

Michael, Stephen, Witter. (2020). Meneliti Berbagai Dimensi Kualitas Guru: Atribut, Keyakinan, Perilaku, dan Persepsi Siswa tentang Efektivitas.

Mikiewicz, P., & Slowik, A. (2017). *The Concept of Quality in Education: A Review of the 'International' Literature on the Concept of Quality in Education*

Muhammad Nadeem, Allah Noor Khan, & Mazhar Gul. (2020). Community Participation in Improving Quality of Education at Secondary School Level. Sjesr, 3(2), 115–120. https://doi.org/10.36902/sjesr-vol3-iss2-2020(115-120)

Mulyani, S. R. (2019). PENGARUH KOMPETENSI PEGAWAI, PENEMPATAN KERJA DAN PENGEMBANGAN KARIR TERHADAP KINERJA PEGAWAI. *PSYCHE 165*, *12*(1). https://doi.org/10.29165/psikologi.v12i1.76

Murphy, J., Hord, S. M., & Firestone, W. A. (2006). *Understanding School Quality: A Comparative Perspective*

Narvaez, D., & Lapsley, D. K. (2009). Moral identity, moral functioning, and the development of moral character. Psychology of Learning and Motivation, 50, 237-278

Nassir, M., & Benoliel, P. (2023). Promoting school effectiveness: Examining the mediating role of teachers' organisational commitment and the moderating role of school cultural attributes. Educational Management Administration & Leadership, 174114322311677. https://doi.org/10.1177/17411432231167715

Nastain, N. (2021). PERSINGGUNGAN KEPEMIMPINAN TRANSFORMASIONAL DENGAN KEPEMIMPINAN VISIONER DAN SITUASIONAL. *Jurnal Manajemen Pendidikan*, *10*(1). https://doi.org/10.21009/jmp.v10i1.21950

Nazareno, J. V., Lumanas, A. C., Sarillana, M. S., & Cayogyog, A. O. (2024). Exploring the Impact of Organizational Culture among School Heads in Public Elementary School: A Phenomenological Study of Values, Beliefs, and Practices in Promoting Learning Excellence. International Journal of Research and Innovation in Social Science, VIII(VI), 183–192. https://doi.org/10.47772/IJRISS.2024.806015

Norman, E., Paramansyah, A., & Abdan, M. S. (2022). The Role of Organizational Culture in the Effectiveness of School Organizations. Da'watuna: Journal of Communication and Islamic Broadcasting, 2(3), 254–269. https://doi.org/10.47467/dawatuna.v2i3.2059

Normina, N. (2016). PARTISIPASI MASYARAKAT DALAM PENDIDIKAN. *ITTIHAD*, *14*(26). https://doi.org/10.18592/ittihad.v14i26.874

Nurdin, D. (2021). Manajemen Mutu Sekolah. Teori, Konsep dan Implementasi PT Refika Aditama.

Nurdin, D. Sauri, S. (2019). Manajemen Pendidikan Berbasis Nilai. PT Refika Aditama

Nuryanto, S. (2019). Partisipasi Masyarakat dalam Gerakan Kelas Inspirasi. *Southeast Asian Journal of Islamic Education*, *1*(2). https://doi.org/10.21093/sajie.v1i2.1442

Okwang, A. R., & Mwesigwa, D. (2022). Physical Facilities as Predictors of the Quality of Girls' Education at Primary School Level in Oyam District, Lango sub-region, Uganda. American Journal of Creative Education, 5(2), 31–41. https://doi.org/10.55284/ajce.v5i2.778

Oral, M. (2019). Meaning Management: A Framework for Leadership Ontology. *Journal of Values-Based Leadership*. https://doi.org/10.22543/0733.122.1273

Oupen, S. M., & Yudana, I. M. (2020). KONTRIBUSI KEPEMIMPINAN TRANSFORMASIONAL, BUDAYA ORGANISASI, DISIPLIN KERJA, DAN MOTIVASI KERJA, TERHADAP KOMITMEN ORGANISASIONAL GURU SD. *Jurnal Administrasi Pendidikan Indonesia*, *11*(1). https://doi.org/10.23887/japi.v11i1.3167

Pirchio, S., & Passiatore, Y. (2019). Schools as Positive Environments. In C. Steinebach & Á. I. Langer (Eds.), Enhancing Resilience in Youth (pp. 79–90). Springer International Publishing. https://doi.org/10.1007/978-3-030-25513-8_5

Pratiwi, Ig. A. A., ZM, H., & Muntari, M. (2016). PERAN KOMITE SEKOLAH DALAM MENINGKATKAN MUTU LAYANAN PENDIDIKAN DI SEKOLAH DASAR NEGERI SE-KECAMATAN CAKRANEGARA. *Jurnal Ilmiah Profesi Pendidikan*, *1*(1). https://doi.org/10.29303/jipp.v1i1.7

Prianggita, V. A., & Meliyawati, M. (2022). Peran Media Pembelajaran Berbasis Teknologi Informasi Dan Komunikasi Di Era Pandemi Covid-19. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, *8*(1). https://doi.org/10.37905/aksara.8.1.147-154.2022

Priansa. D.J (2018). Kinerja dan Profesionalisme Guru. ALFABETA CV

Pudjiarti, E. S., Rusdarti, Lintong, M. M., & Hamu, F. J. (2024). The power of project-based learning: A catalyst for student engagement, collaboration and academic excellence. International Journal of Education and Practice, 12(3), 606–621. https://doi.org/10.18488/61.v12i3.3735

Puspitasari, D. R., Suharto, N., Supiani, S., Saepulloh, I., Pribadi, L. A., Lase, D. R., & Sari, H. P. (2024). Influence Of Quality Of Work Life, Organizational Culture And Workload On Teacher Performance. International Journal Of Humanities Education and Social Sciences (IJHESS), 3(4). https://doi.org/10.55227/ijhess.v3i4.782

Pusporini, W., Zamroni, Arsyad, M., & Sholihah, Q. (2020). ANALYSIS IMPLEMENTATION PARTNERSHIP PROGRAMS AS

EVALUATION MATERIALS FOR EQUATING EDUCATION QUALITY IN INDONESIA. Humanities & Social Sciences Reviews, 8(2), 93–101. https://doi.org/10.18510/hssr.2020.82e10

Putri Taupik, R., Rusdinal, R., & Hadiyanto, H. (2023). URGENSI PERANAN KEPALA SEKOLAH DAN GURU KELAS UNTUK PELAKSANAAN MANAJEMEN BERBASIS SEKOLAH (MBS). Pendas : Jurnal Ilmiah Pendidikan Dasar, 8(1), 4468–4480. https://doi.org/10.23969/jp.v8i1.7550

Putri, S. S., & Sunarti, V. (2022). Hubungan Antara Dukungan Pemerintah Desa Dengan Partisipasi Masyarakat Dalam Pelaksanaan Pendidikan Nonformal
Didesa Marunggi. *Jurnal Family Education*, *2*(1). https://doi.org/10.24036/jfe.v2i1.33

R., Govinda., Madhumita, Bandyopadhyay. (2010). Perubahan Kerangka Tata Kelola Lokal dan Partisipasi Masyarakat dalam Pendidikan Dasar di India.

Rahman, N., Suharyati, H., & Herfina, H. (2023). Implementasi Manajemen Mutu
Terpadu dalam Meningkatkan Mutu Pendidikan. *Murhum : Jurnal Pendidikan Anak Usia Dini*, *4*(1). https://doi.org/10.37985/murhum.v4i1.174

Rawlings, B. S., Davis, H. E., Anum, A., Burger, O., Chen, L., Morales, J. C. C., Dutra, N., Dzabatou, A., Dzokoto, V., Erut, A., Fong, F. T. K., Ghelardi, S., Goldwater, M., Ingram, G., Messer, E., Kingsford, J., Lew-Levy, S., Mendez, K., Newhouse, M., … Legare, C. H. (2023). Quantifying quality: The impact of measures of school quality on children's academic achievement across diverse societies. Developmental Science, e13434. https://doi.org/10.1111/desc.13434

Rilistina, S. (2021). DETERMINASI KOMPETENSI: BUDAYA ORGANISASI,
KECERDASAN EMOSIONAL DAN ORGANISASI PEMBELAJARAN (SUATU KAJIAN STUDI LITERATUR MANAJEMEN SUMBERDAYA MANUSIA). *Jurnal Ekonomi Manajemen Sistem Informasi*, *2*(6). https://doi.org/10.31933/jemsi.v2i6.614

Rusdiman Ab, Osberth Sinaga, Wanafri Pangaribuan, & Zainuddin. (2023). Human Relations In Socio-Cultural Based Educational Organizations In High. International Journal Of Humanities Education and Social Sciences (IJHESS), 2(4). https://doi.org/10.55227/ijhess.v2i4.370

Safitri, I. W., & Nugroho, S. H. (2023). The Influence of Leadership Style Organizational Culture and Rewards for Motivation Work and Teacher Performance in Formal Education Units. Jurnal Pamator : Jurnal Ilmiah Universitas Trunojoyo, 16(2), 312–327. https://doi.org/10.21107/pamator.v16i2.19103

Sallis, E. (n.d.). *Total Quality Management in Education Third edition*.

Samsiah, S., Ibrahim, M. M., & Musdalifah, M. (2018). Partisipasi Masyarakat dalam Meningkatkan Mutu Pendidikan di Madrasah Ibtidaiyah Maroanging
Kabupaten Bulukumba. *El-Idare: Jurnal Manajemen Pendidikan Islam*, *4*(2).

Sarvitri, A., Supriyanto, A., & Timan, A. (2020). PENERAPAN MANAJEMEN
MUTU TERPADU PADA SISTEM PENJAMINAN MUTU
PENDIDIKAN INTERNAL. *JAMP: Jurnal Adminitrasi Dan Manajemen*
Pendidikan, *3*. http://journal2.um.ac.id/index.php/jamp/

Satori, D. (2016). Pengawasan dan Penjaminan Mutu Pendidikan. ALPABETA CV.

Sati, A., & Sati, M. C. (2023). Community Participation and Empowerment in Elementary Education: A Study ofUttarakhand State. Journal of Mountain Research, 18(1). https://doi.org/10.51220/jmr.v18i1.39

Sergiovanni, T. J. (1994). *Building Community in Schools*. San Francisco: Jossey-Bass.

Sheila, Given. (1993). Komunitas, pembuatan kebijakan, dan kualitas pendidikan: pengaruh dan partisipasi komunitas dalam pembuatan kebijakan untuk kualitas pendidikan.

Sol, Bee, Jung., Steven, B., Sheldon. (2020). Menghubungkan Dimensi Kepemimpinan Sekolah untuk Kemitraan dengan Sekolah dan Praktik Guru dalam Keterlibatan Keluarga. Jurnal Komunitas Sekolah,

State Islamic University Prof. K.H. Saifuddin Zuhri Purwokerto, Indonesia., Winarsih, S., Purnomo, S., & State Islamic University Prof. K.H. Saifuddin

Zuhri Purwokerto, Indonesia. (2024). School Principal Leadership Style and Organizational Performance in Improving the Quality of Education. INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH AND ANALYSIS, 07(03). https://doi.org/10.47191/ijmra/v7-i03-48

Sudjana, N. (2019). *Pengawasan Pendidikan dan Pemberdayaan Pendidik*. PT Remaja Rosdakarya.

Speirs, S. J. (2020). *Effective School Management*

Syaputra, A., & Santosa, A. B. (2022). The Contribution of Organizational Culture in Schools to Improving Teacher Performance. Tarbawi: Jurnal

Keilmuan Manajemen Pendidikan, 8(01), 49–58. https://doi.org/10.32678/tarbawi.v8i01.5752

Syofyan, H., Susanto, R., Setiyati, R., Vebryanti, V., Ramadhanti, D., Mentari, I., Ratih, R., Dwiyanti, K., Oktavia, H., & Tesaniloka, M. (2020). Peningkatan Penguatan Pendidikan Karakter Siswa Melalui Pemberdayaan Kompetensi Sosial dan Kepribadian Guru. *International Journal of Community Service Learning*, *4*(4). https://doi.org/10.23887/ijcsl.v4i4.29840

Tanic, M., Stankovic, D., Nikolic, V., & Kostic, A. (2018). The social dimensions of space in school environment. Facta Universitatis - Series: Architecture and Civil Engineering, 16(2), 307–314. https://doi.org/10.2298/FUACE180323010T

Tebbouche, S. (2023). THE PHYSICAL DIMENSIONS OF SCHOOL BUILDINGS - SECONDARY SCHOOLS IN ALGERIA MODEL -. International Journal of Humanities and Educational Research, 5(1), 375–398. https://doi.org/10.47832/2757-5403.18.21

Teresa, Jackeline, Márquez, Ortega. (2020). Clima organizacional de la escuela dan mejoramiento del desempeño docente.

Thaochalee, K., Puington, P., Chanruechai, K., & Khamhom, C. (2023). The Integration of Community Problem Analysis and Involvement in Teaching and Learning. International Journal of Membrane Science and Technology, 10(3), 627–637. https://doi.org/10.15379/ijmst.v10i3.1583

The Korean Society of Culture and Convergence, Yeo, S., & Kim, H. (2022). Mediation Effect of the Organization Culture of the Institution in the Relationship between the Principal's Professionalism and Teacher's Play Efficacy in the Teacher-Child Interaction. The Korean Society of Culture and Convergence, 44(11), 509–524. https://doi.org/10.33645/cnc.2022.11.44.11.509

Tian, H., & Sun, Z. (2018). Historical Development of Academic Achievement Assessment. In H. Tian & Z. Sun, Academic Achievement Assessment (pp. 3–13). Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-662-56198-0_1

Tilaar, H. A. R. (2009). *Manajemen Pendidikan Nasional: Kajian Pendidikan Masa Depan*. Jakarta: Rineka Cipta.

Tony Wagner (2008):"*The Global Achievement Gap: Why Even Our Best Schools Don't Teach the New Survival Skills Our Children Need—and What We Can Do About It*"

Ubaidah, S., Trisnamansyah, S., Insan, H. S., & Harahap, N. (2021). Partnership Management Between Vocational Schools with the World of Business and Industry to Improve the Quality of Graduates Who Are Ready to Work. International Journal of Nusantara Islam, 9(1), 58–69. https://doi.org/10.15575/ijni.v9i1.11818

Vučkić, E., & Pehlić, I. (2023). The quality of school life as a factor in the prevention of peer violence among students. Zbornik Radova Islamskog Pedagoškog Fakulteta u Zenici (Online), 21, 123–158. https://doi.org/10.51728/issn.2637-1480.2023.123

Wahjosumidjo. (2002). *Kepemimpinan Kepala Sekolah: Tinjauan Teoretik dan Permasalahannya*. Jakarta: RajaGrafindo Persada

Wibowo (2020). Manajemen Perubahan. PT Raja Garfindo Persada

Wijayanti, E., Sudharto, S., & Roshayanti, F. (2020). PARTISIPASI MASYARAKAT DALAM MANAJEMEN PEMBIAYAAN PENDIDIKAN DI SMP IT NURUL ISLAM TENGARAN KABUPATEN SEMARANG. *Jurnal Manajemen Pendidikan (JMP)*, *8*(2). https://doi.org/10.26877/jmp.v8i2.5388

Yamin, M., & Syahrir, S. (2020). PEMBANGUNAN PENDIDIKAN MERDEKA BELAJAR (TELAAH METODE PEMBELAJARAN). *Jurnal Ilmiah Mandala Education*, *6*(1). https://doi.org/10.36312/jime.v6i1.1121

Zajda, J. (2021). Education Quality in Schools: Researching Dominant Paradigms. In J. Zajda, Globalisation and Education Reforms (Vol. 25, pp. 109–118). Springer International Publishing. https://doi.org/10.1007/978-3-030-71575-5_7