

Evaluation of Educational Staff Performance in Improving the Quality of School Administrative Services

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ABSTRAK

Quality school administration services are greatly influenced by the performance of educational staff in carrying out their duties and functions. Performance evaluation is necessary to determine the effectiveness of administrative services and efforts to improve service quality in schools. This research aims to analyze the performance evaluation of educational staff in improving the quality of administrative services at SDIT Islamic and Leadership Bintang Cendekia Pekanbaru. The research uses a qualitative approach with a case study type. Data were obtained through interviews, observations, and documentation of educational staff involved in school administration services. Data analysis was conducted using the Miles and Huberman model through data reduction, data presentation, and conclusion drawing, while data validity was tested with source and technique triangulation. The research results show that educational staff have implemented management functions that include planning, organizing, executing, and evaluating in student administration services, information services, the School Health Unit (UKS), and the procurement of school supplies. Evaluation is conducted through the identification of work obstacles, inter-departmental coordination, and service improvement. Improvement efforts are carried out through strengthening team cooperation, utilizing digital information media, enhancing service facilities, and developing the competencies of educational staff. This research concludes that the evaluation of educational staff performance plays an important role in improving the effectiveness of administrative services and supporting the quality of school education.

1. INTRODUCTION

School administrative services are an important part of supporting the effectiveness of educational administration. Professionally managed administration can expedite services to students, teachers, parents, and school stakeholders. However, various studies indicate that the quality of administrative services still faces obstacles such as limited human resources, insufficient use of technology, and the suboptimal performance evaluation system for educational staff (Literasiologi et al., 2025). This Administrative Service aims to analyze strategies for optimizing school administration to improve the quality of educational services (Anatasia B, 2024). In the context of school administration services, the performance of educational staff is reflected in their ability to provide administrative services effectively, efficiently, accurately, and on time, such as managing student data, document archiving, report preparation, correspondence services, and other administrative support for teachers, students, and parents. Good performance by educational staff will directly impact the smoothness of the school administration system, the improvement of service quality, and the creation of a professional and orderly educational institution management (Ii, 2005). According to Veithzal Rivai and Ella Jauvani Sagala Basri, the performance of educational staff is the level of success of an individual in carrying out their duties and responsibilities over a certain

period, measured based on jointly established work standards, targets, and objectives. Educational staff are an important component in achieving educational goals.

Therefore, educational institution leaders must be able to act as motivators, facilitators, and directors in the development of educational staff to improve performance quality and the effectiveness of educational services (Harun, 2018). Based on the Minister of Religious Affairs Regulation Number 3 of 2015 concerning the Organizational Structure of IAIN Purwokerto, the educational staff of IAIN Purwokerto are divided into 3 groups, namely educational staff holding structural positions, general functional positions, and educational staff holding certain functional group positions (Muchammad Fadlan, 2014). If viewed from the aspects of educational staff positions, they are divided into three categories: (1) Structural Staff; educational staff who hold general executive positions (leaders) responsible directly or indirectly for educational units (e.g., school principals, vice principals, curriculum affairs, student affairs, facilities and infrastructure, and special services). (2) Functional Staff; educational staff who hold functional positions, which in their work rely on educational academic expertise (e.g., teachers, guidance and counseling teachers, curriculum and educational technology developers, test developers, and librarians). (3) Technical Educational Staff; educational staff whose work requires operational technical skills or administrative technical skills (e.g., laboratory assistants, learning resource technicians, trainers in sports, arts, and skills, and administrative staff) (Naziyatun et al., 2024). Performance evaluations often focus more on administrative aspects and the fulfillment of formal documents, thus providing a less comprehensive picture of professional competence, creativity, learning innovation, and the tangible contributions of educators in improving the quality of education. This condition results in the performance evaluation process not being optimal as a basis for decision-making in professional development, coaching, or the continuous improvement of educational institutions (Telaumbanua et al., 2024). In the context of Islamic education, evaluation is one of the components of the education system that must be carried out systematically and planned as a tool to measure the success or targets to be achieved in the process of education and learning (Faizah, 2019). Performance is the work result achieved by an individual or group within an organization in accordance with their duties, authority, and responsibilities to achieve the organization's goals legally, ethically, and in accordance with applicable regulations (Muchammad Fadlan, 2014). Evaluation, which means assessing the gap between established standards and the program implemented in the field to identify the weaknesses of the program and make improvements. The meaning of several terms explained above about evaluation can be concluded that essentially, evaluation is a systematic and continuous process to determine the quality of something based on certain considerations and criteria in the context of decision-making (Malcolm M, 1969).

Educational institutions are organizations that consist of educators and educational staff who support each other in achieving educational goals. Based on Law Number 20 of 2003 concerning the National Education System Article 39 paragraph (1), educational staff are tasked with carrying out administration, management, supervision, development, and technical services to support the educational process (UU RI, 2003). According to Article 1 of Law Number 20 of 2003 on the National Education System, educational personnel are members of the community who dedicate themselves and are appointed to support the implementation of education (Abinnashih & Nurfuadi, 2023). There are several gaps identified by researchers from previous studies, first. Regarding the Evaluation of Educational Staff Performance in Improving the Quality of Educational Services at SMA Ulul Albab (Naziyatun et al., 2024). The research explains that the educational staff referred to are the teachers who teach in the classroom. However, upon further review, the educational staff described in the research are directed toward the principal, vice principal, and public relations officer

who are used as sources of the data. As its aim is to improve the quality of educational services. Second, in the research on the Evaluation of Educators and Educational Staff Performance and the Learning Process of Islamic Education in Indonesia (Faizah, 2019) becomes a special discussion related to the evaluation of educational staff performance, but no results from that evaluation were found. The research only explains the evaluation of teachers in the learning process, because fundamentally, the main task of educational staff is not in the learning process. Then, the theories used as supporting materials related to educational staff could not be found. In this case, the researcher focuses on educational technical staff who have operational demands in administrative technicalities. Where educators provide services to improve the quality of school administration. Based on the initial observation at SDIT Islamic and Leadership Bintang Cendekia, it was found that the performance of educational staff is related to various aspects of activities at the school. Even the educational staff at the school participate as implementers in various agendas that are carried out. Then, educational staff often become committees for agendas organized for students. In the implementation of major school activities, educational staff often serve as organizing committees that plan these activities. As educational staff at SDIT Islamic and Leadership Bintang Cendekia, we contribute to the management of data and the observation of students. In this case, it is not only related to correspondence or student administration. The educational staff also manage the administration of the needs of educators or teachers within the SDIT Islamic and Leadership Bintang Cendekia school. Thus, the researcher feels that this study is very important to conduct in order to understand the extent of the performance of educational staff in improving school administrative services. The implementation of this research addresses a gap, and its novelty lies in several aspects. First, this research focuses solely on evaluating the performance of educational staff in improving administrative services within an institution. Second, this research is more about the administrative services in the school. Third, the administrative services to be examined are limited to student administration, teacher administration, PMB, and UKS administrative services. Fourth, this research not only measures the research results but also comprehensively examines the implementation. The hope of this research is to contribute new scientific knowledge and to provide a follow-up evaluation of the educational staff in the educational institution.

2. METHODS

This research uses a qualitative approach with a case study research type. The qualitative approach was chosen because this study aims to deeply understand the evaluation of educational staff performance in improving school administrative services. This approach allows researchers to explore phenomena holistically, contextually, and naturalistically in accordance with real conditions in the field (Waruwu, 2024). This type of research is conducted as a case study, as it focuses on a specific location, namely the Islamic and Leadership Bintang Cendekia Elementary School in Pekanbaru City, Riau Province. The research subjects are the educational staff in the school administration service department. Where in determining informants, purposive sampling technique is used, which is the selection of informants based on certain considerations according to the needs of the research (Rai & Thapa, 2019). The researcher also used the snowball technique to obtain additional data from informants deemed relevant to the study. The data collection techniques used were interviews, observations, and documentation. This research obtained 4 informants who will be the data sources to be managed in the following table:

Table 1. Informants

NO	Informant	Department	Explanation
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1	Informant 1	Head of Administration	Responsible for managing student, teacher, and PMB administration
2	Informant 2	Recepcionista del personal	Responsible for delivering school administrative information
3	Informant 3	School Health Unit (UKS) Staff	Responsible for managing the administration related to students' basic health
4	Informant 4	Staff in the administrative services department	Responsible for managing the administration of student uniform service facilities

The form of data validity in this research is tested using triangulation techniques, both source triangulation and technique triangulation. Source triangulation is conducted to compare data or information obtained from educational staff. Technique triangulation involves comparing each piece of information obtained from interviews, observations, and documentation (Kependidikan, 2024). The data analysis technique is conducted interactively and continues until the data reaches a saturation point. Data analysis refers to the Miles and Huberman model, which includes three stages: data reduction, data presentation, and conclusion drawing/verification (Haoxing & System, n.d.). Data reduction is carried out by selecting and focusing on data relevant to the research, data presentation is done in the form of descriptive narratives, while conclusion drawing is done by interpreting the meaning of the analyzed data.

3. RESULTS AND DISCUSSION

3.1 Results

3.1.1. Performance Planning and Implementation of Educational Staff Services

Based on the observations conducted at SDIL Bintang Cendekia regarding the first informant, when providing administrative services to the school's stakeholders. Educational staff plan the process of new student admissions every year. When the researcher conducted the observation, the educational staff were already at the interview stage with prospective guardians along with the interview team. The implementation of the interview is considered very important in determining new prospective students. In addition to the administrative form of selection to become part of the school, a commitment to cooperation with prospective guardians is required.

The planning was carried out in August, and the PMB committee was formed together with the school's foundation advisory board. In the formation of the committee, it consists of educators and educational staff who have previously participated in the implementation of PMB. The first

informant stated, "Initially, for PMB, it usually opens in the previous year, right?" Before the end. So we start in September with the formation of the PMB committee and the PMB organization meeting, then in October we start the PMB. In March, it closes. After that, usually, there will be observation, streaming, and interviews with both parents. Second Informant, administrative service in the information section / Receptionist. Based on the research observation with the second informant, in conveying a lot of school information. Even this educational staff member provides services online, using the school's social media facilities. The administrative service in the receptionist section has daily performance records or archives, which can be seen on their desk. The second informant explained that as a receptionist, they must provide information services quickly, serve guests both directly and online, and be able to respond to school community complaints effectively. In certain conditions, the receptionist must also be able to manage their time when dealing with offline and online guests simultaneously. The second informant: "First, of course, providing information to guests, whatever the information may be." It could be school information, or in terms of institutional collaboration. Letter disposition, we receive offer letters or cover letters, research permit letters, cooperation offer letters from several institutions that we receive here. After that, we follow up by sending a letter to the management and the foundation. And also addressing some complaints or grievances from the parents. We convey it to the relevant parties. Third Informant, related to the administration services of the School Health Unit (UKS). The informant from the School Health Unit (UKS) can be derived from observations conducted in the UKS room. The informant explained that at the beginning of each academic year, preparations for student health examinations are made, which include the collection of health data, the preparation of examination schedules, and the archiving of student data in both hard copy and soft copy formats. Health examinations are conducted periodically twice a year, in the first and second semesters, covering height, weight, eye health, dental health, oral health, and ear health. Activities carried out by UKS educational staff. The third informant said, "At the beginning of the academic year, preparations for the children's examinations are already made." If it's for the children's health check-ups, it starts at the beginning of the school year. As soon as the new child enters, the data is prepared for two examinations. Usually once in the first semester and once in the second semester. Later, the data will be accepted, whether in hard copy or soft copy. Then, in turn, the children will be called to the school health unit (UKS) for an examination. Usually, the examinations conducted are basic ones, such as dental check-ups, body weight, eye examinations, dental health, oral health, and ear checks.

Fourth Informant, the administration service section for special procurement in student and educator services such as student uniforms, teacher uniforms, and teacher name tags. The administration of uniform procurement can be seen from the book that serves as an archive for the school, just like the teachers' uniforms. This administrative service section is connected to the Foundation's finance, so the procurement process is directly coordinated quickly. It was said by the educational staff that the procurement of uniforms and other items is adjusted according to the available budget. This is especially true for the procurement for teachers, but if the procurement for students is processed directly. If this condition is mutually understood with the parents. The fourth informant stated, "The provision of facilities that I am responsible for only includes student uniforms, teacher uniforms, and teacher name tags." But outside of those services, I handle the recapitulation of teacher attendance and the recruitment of human resources. As for the procurement for teachers, there is already a budget available. Therefore, the procurement refers to that budget. "Thus, the presence of educational staff has an important contribution in maintaining the quality of educational services thru planned and systematic administration management. Systematic planning can support the effectiveness of administrative services and help achieve educational goals optimally. The implementation of administrative services is carried out according to the planned schedule. The administration carried out for students during the PMB activities is very well organized.

Here is a table of findings that can serve as a basic reference in the discovery of data thru observation and interviews;

2 Table of Findings from Observations and Interviews

NO	Informant	Findings
1	Head of Administration Section	The student administration section handles correspondence for outgoing and incoming students as well as the issuance of legalization letters. This section also manages correspondence related to educators, such as the issuance of teaching decrees at the beginning of each new academic year. The planning of the new student admission process is carried out annually by the educational staff
2	Recepcionista del personal	The receptionist has the duty to provide information to the public, receive guests, manage incoming mail, follow up on mail dispositions, and handle complaints and communications from the school community both directly and online.
3	School Health Unit Staff	Serving student health, having a complete attendance record of patients along with the medical data of each student. The service provided by the informant has an impact, with the health data of students being recorded daily. Having basic medical records of students from level 1-6.
4	Special Procurement Staff	Special procurement for items such as student uniforms, teacher uniforms, and teacher name tags

3.1.2 Evaluation and Efforts to Improve the Quality of Educational Staff Performance Services

Based on the researcher's observational results related to the evaluation and efforts to improve the quality of educational staff performance, particularly with the first informant, in addition, administrative services are also conditional because they must be ready to serve the needs of transfer students, legalization, outgoing letters, and parent services at any time. The results of the observational evaluation with the receptionist informant revealed several obstacles in administrative services, particularly in the PMB activities and school information services. One of the frequent issues is the delay in printing online PMB forms due to the need to coordinate with other parties. Additionally, the informant also experiences difficulties when having to serve offline and online guests simultaneously, resulting in less than optimal service at times. The planned efforts to improve services include: the provision of digital information screens, the addition of printer devices, and the enhancement of school information service media. Based on observations with informants from the UKS section, it was found that the administration of student health services has been running quite well thru regular health check-ups and student health data collection. However, there are still some obstacles in following up on the results of student health check-ups. Data from the UKS section explains that many parents have not followed up on their children's health check-ups, such as eye and dental examinations. The following are the findings presented in the form of an evaluation and efforts to improve the performance of educational staff.

Table 3. Evaluation Findings and Improvement Efforts Table

NO	Informant	Evaluation findings and improvement efforts
1	Head of Administration Section	The form of evaluation conducted is evident from the coordination between the administration team and communication with the school principal when service obstacles occur. The informant stated that work obstacles can still be overcome thru teamwork and clear task distribution.
2	Recepcionista del personal	Service evaluation is conducted by identifying the need for more adequate work facilities. The informant explained that the school's information service still requires digital media such as information screens and specialized printers to assist with administrative services.

3	School Health Unit Staff	The UKS staff also feel that they still need additional training related to eye health examinations so that student health services can be provided more optimally. The evaluation of the service is reflected in the UKS staff's awareness of the limitations of the services that still need to be developed.
4	Special Procurement Staff	Management of school uniforms that takes quite a long time in the ordering and distribution process

3.2 Discussion

3.2.1 Performance Planning and Implementation of Educational Staff Services

In the perspective of Islamic Education Management, educational staff are an important part in supporting the effectiveness of education administration. Educational staff not only function as administrators but also as supporters in achieving the quality of educational services effectively, efficiently, and professionally (Nurlindah Et Al., 2020). La implementación de la administración escolar ha reflejado las funciones de la gestión educativa, a saber, planificación, organización, ejecución y control (Rusmalinda, 2024). Educational staff can serve as a source of information and input for other educational staff, and for the head of administration to always monitor the performance of administrative staff in carrying out their duties, so as not to shift responsibilities. Therefore, in essence, both the school and the government must be more selective and meticulous when choosing educators and educational staff, so that those selected understand their responsibilities as educational staff (Lu'luin najwa, muhammad suhardi, 2022). In the perspective of Islamic Educational Management, planning is the main function in management that aims to determine the work steps to achieve educational goals effectively and efficiently. According to George R. Terry, planning is the process of setting goals and determining the best way to achieve them. Each activity is organized based on clear stages so that the work can proceed in a more orderly and organized manner (Amalia et al., 2025). According to Mujamil Qomar, Islamic education administration is the process of managing all educational activities effectively to achieve the goals of Islamic education. The information services provided by educational staff indicate the presence of a public service function within Islamic educational institutions (Rahendra Maya, 2018). The implications of this research theoretically indicate that the POAC theory in Islamic Educational Management is still relevant for analyzing the performance evaluation of educational staff in schools. Meanwhile, implementatively, the results of this research can serve as an evaluation tool for schools to improve the quality of administrative services thru: enhancing service facilities, strengthening work coordination, improving the competence of educational staff, and developing a more effective and responsive administrative service system to meet the needs of students and parents. The following are the results of the discussion on the performance of educational staff, which are still in the form of evaluation and improvement efforts;

Table 4. Discussion of Educational Staff Performance

NO	Informant	Discussion on the Performance of Educational Staff
1	Head of Administration Section	The school administration has carried out the planning function quite well. This is evident from the various preparations made before the implementation of the New Student Admission (PMB) activities, such as committee meetings, the formation of committee structures, the preparation of observation schedules, interviews with prospective students and parents, the screening process, and the determination of student graduation. These activities show that the school administration does not work spontaneously, but rather based on systematic and directed planning.

2	Recepcionista del personal	The Receptionist Department has the task of providing information to the public, receiving guests, managing incoming mail, following up on mail dispositions, and handling complaints and communication from the school community
3	School Health Unit Staff	The function of school health administration is planned and structured. The informant explained that at the beginning of each school year, preparations for student health examinations are carried out, which include the collection of health data, the preparation of examination schedules, and the archiving of student data in both hard copy and soft copy formats. Health examinations are conducted periodically twice a year, namely in the first and second semesters, with the examinations covering height, weight, eye health, dental health, oral health, and ear health. These activities are carried out by the UKS educational staff.
4	Special Procurement Staff	Administrative services that still need improvement, such as delays in managing school uniforms. Students have already started school activities but have not yet received uniforms from the school.

3.2.2 Evaluation and Efforts to Improve the Quality of Educational Staff Performance Services

The evaluation of the educator and educational staff performance management system is a systematic process to assess the effectiveness and efficiency of various components involved in performance management within the educational environment (Education, 2024). In the effort to improve human resources (HR), the role of education is essential to enhance the quality of HR. Therefore, it is very important for national development to focus on improving the quality of education (Hidayah & Sumarno, 2023). Analytically, the effectiveness of performance evaluation has a causal relationship with the quality of academic services. The implementation of effective performance evaluations can enhance the motivation, responsibility, and professionalism of educational staff in serving students and lecturers. Meanwhile, Sutrisno's (2019) research also emphasizes that there is a positive relationship between the implementation of a competency-based performance evaluation system and the improvement of academic service quality in higher education institutions. This means that the better the performance evaluation is implemented, the higher the level of satisfaction and quality of academic services perceived by users (Dkk, 2025). Based on the results of interviews and observations that have been conducted, it was found that the evaluation of school administrative services is carried out thru the identification of various obstacles that arise during the provision of services to students, parents, and the school community. The evaluation is then followed by various efforts to improve services as a form of continuous improvement in school administration management. The service evaluation is conducted when obstacles are found in the management of school uniforms, which take a considerable amount of time in the ordering and distribution process. The results are consistent with previous research that explains that the quality of school administrative services is influenced by the readiness of supporting facilities and infrastructure. Research on the implementation of POAC in school management shows that service evaluation must be followed by the development of work facilities so that educational services can run more optimally. The implications of this research indicate that the improvement in the quality of school administrative services does not only depend on the execution of administrative tasks but also on the school's ability to conduct evaluations and continuous service improvements..

4. CONCLUSION

Based on the research and discussions that have been conducted, it can be concluded that the evaluation of the performance of educational staff in school administrative services has been quite

good and shows the systematic application of educational management functions. The administrative services provided include student administration, school information services, student health management, transfer services, correspondence, and student equipment services such as school uniforms. All these activities are carried out through a structured process of planning, organizing, implementing, and evaluating. The evaluation of administrative services is conducted continuously through work coordination, inter-departmental communication, and the identification of obstacles that arise during the service. Some of the obstacles found include delays in managing school uniforms, limited information service facilities, and suboptimal follow-up on student health services. However, educational staff and the school have made various efforts to improve services, such as strengthening team cooperation, enhancing service coordination, providing digital information media, upgrading administrative facilities, and developing the competencies of educational staff. Based on these findings, the school needs to continue strengthening policies that support the improvement of administrative service quality through the establishment of more measurable service standards, a sustainable performance evaluation system, and the provision of support for the professional development of educational staff. In addition, the development of a digital-based administration system needs to be optimized to improve the effectiveness, efficiency, data accuracy, and ease of information access for all school members. Schools also need to conduct regular training and competency development for educational staff, especially in the fields of modern administration, information technology, public service, and educational service management. Thus, the quality of school administrative services can continue to improve and contribute more optimally to achieving educational goals.

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