

**The Effect of Kiai Leadership and Quality Management on the Performance of Administrators at Nurul Ilmi wal Fikri Islamic Boarding School**

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**Abstract**

Kiai leadership is positioned as a central figure who not only plays a role in strategic decision-making, but also as a moral and spiritual role model that builds motivation, discipline, and work commitment of administrators. The role of kiai in instilling religious and ethical values is an important foundation in character building and work culture in pesantren. Meanwhile, quality management is a way to develop and implement work rules or standards so that the management of the institution becomes more efficient, clear, responsible, and sustainable. This study aims to examine the effect of kiai leadership and quality management on the performance of administrators in Islamic boarding schools, both partially and simultaneously. The approach used is quantitative with ex post facto research. A sample of 45 administrators was selected through simple random sampling technique, and data were collected using a questionnaire containing 40 statement items. Data were analyzed using multiple linear regression. The results showed that kiai leadership has a significant effect on board performance (sig. 0.007 < 0.05; t count 2.819 > 2.019), as well as quality management (sig. 0.000 < 0.05; t count 3.027 > 2.019). Simultaneously, both also have a significant effect on board performance (F count 6.116 > 2.83). This finding indicates that improved board performance can be achieved through effective kiai leadership and structured quality management implementation.

**Keywords:** Kiai Leadership, Quality Management, Board Performance

**Abstrak**

Kepemimpinan kiai diposisikan sebagai figur sentral yang tidak hanya berperan dalam pengambilan keputusan strategis, tetapi juga sebagai panutan moral dan spiritual yang membangun motivasi, disiplin, serta komitmen kerja pengurus. Peran kiai dalam menanamkan nilai-nilai keagamaan dan etika menjadi fondasi penting dalam pembentukan karakter dan budaya kerja di pesantren. Sementara itu, manajemen mutu adalah cara untuk mengembangkan dan menjalankan aturan atau standar kerja agar pengelolaan lembaga menjadi lebih efisien, jelas, bertanggung jawab, dan berkelanjutan. Penelitian ini bertujuan untuk menguji pengaruh kepemimpinan kiai dan manajemen mutu terhadap kinerja pengurus di pondok pesantren, baik secara parsial maupun simultan. Pendekatan yang digunakan adalah kuantitatif dengan jenis penelitian ex post facto. Sampel sebanyak 45 pengurus

dipilih melalui teknik simple random sampling, dan data dikumpulkan menggunakan angket berisi 40 item pernyataan. Analisis data dilakukan menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa kepemimpinan kiai berpengaruh signifikan terhadap kinerja pengurus (sig. 0,007 < 0,05; t hitung 2,819 > 2,019), demikian pula dengan manajemen mutu (sig. 0,000 < 0,05; t hitung 3,027 > 2,019). Secara simultan, keduanya juga berpengaruh signifikan terhadap kinerja pengurus (F hitung 6,116 > 2,83). Temuan ini mengindikasikan bahwa peningkatan kinerja pengurus dapat dicapai melalui kepemimpinan kiai yang efektif serta penerapan manajemen mutu yang terstruktur.

**Kata Kunci:** Kepemimpinan Kiai, Manajemen Mutu, Kinerja Pengurus

## PENDAHULUAN

In educational institutions, islamic boarding school is one of the oldest Islamic educational institutions in Indonesia which has a strategic responsibility to produce a generation that is moral, knowledgeable and contributes to society, pesantren as a center of religious education, behind the success of pesantren in carrying out its function as an educational and da'wah institution, there is good organizational management that regulates all pesantren activities, this management is the performance of islamic boarding school administrators. Based on Law number 18 of 2019 article 1, it is stated that pesantren education is education organized by islamic boarding school and is in the context of islamic boarding school by developing a curriculum in accordance with the peculiarities of pesantren based on the yellow book or *dirasah islamiah* with an education pattern.<sup>1</sup>

The performance of pesantren administrators has an influence on the productivity of students, besides that pesantren administrators also play a role in managing various aspects of activities in pesantren such as education management, human resource management, financial administration and relations with the community, so the boarding school leadership really requires the administrators to work well and in accordance with the rules and objectives of the boarding school<sup>2</sup>. Mulyasa states that performance is “output drive from processes, human otherwise” Performance is the result or output of a process, performance is also commonly referred to as performance, it can be interpreted that performance is

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<sup>1</sup> Wildan Saugi, Suratman Suratman, and Kurniati Fauziah, “Kepemimpinan Kiai Di Pesantren Dalam Meningkatkan Mutu Pendidikan,” *Pusaka* 10, no. 1 (2022): 153–71, <https://doi.org/10.31969/pusaka.v10i1.671>.

<sup>2</sup> Zaitun Maharani, Abd. Kodir Djaelani, and Afi Rachmat Slamet, “Pengaruh Gaya Kepemimpinan Karismatik Budaya Organisasi Dan Komutmen Terhadap Kinerja Pengurus (Studi Kasus Pengurus Pondok Pesantren Sunan Drajat Paciran Lamongan),” *E – Jurnal Riset Manajemen*, 2019, 82–94.

work performance and work achievement.<sup>3</sup> Thus, in the boarding school environment, the performance of the management plays an important role in supporting the continuity of activities in the performance of the boarding school, optimal performance will have implications for the creation of an orderly learning environment, conducive and in line with the objectives of the boarding school.

In the organizational structure of the islamic boarding school, there is a islamic boarding school leader, a leader is a person who has the ability to influence the behavior of others in his work by using his power.<sup>4</sup> In Indonesia, the leader of the pesantren can be called kiai, kiai is the owner, manager and teacher in the pesantren he leads, kiai leadership is considered to be the central thing as the controller and determinant of everything in the pesantren.<sup>5</sup> Leadership is the form or action of a leader in guiding and managing his subordinates to follow the direction and policies set, in order to achieve its goals, meaning that the leader plays a role in directing his team to work in line with organizational goals, through the influence and policies he provides.<sup>6</sup> In addition, leadership plays a very important role in human resource development, through the application of a strong leadership model, a distinctive managerial style will be formed, which ultimately encourages the creation of superior human resources.<sup>7</sup>

In an effort to improve performance, quality management is no less important than leadership, quality management in education views that educational institutions are a service industry and not as a production process.<sup>8</sup> The quality of education can also be said to be an educational product that affects the

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<sup>3</sup> Devi Yuniati Dradjat and Ade Mubarak, "Pengaruh Kompetensi Dasar Dan Motivasi Guru Terhadap Kinerja Guru ( Studi Kasus Di Smk Kota Bandung )," *Journal on Education* 05, no. 04 (2023): 17571–75.

<sup>4</sup> Yusra and Junaidi, "Peran Pimpinan Pondok Pesantren Dalam Meningkatkan Penyelenggaraan Mutu Pendidikan," *Jurnal Ilmiah Edukatif* 10, no. 1 (2024): 29–36, <https://doi.org/10.37567/jie.v10i1.2839>.

<sup>5</sup> Saugi, Suratman, and Fauziah, (2022) *Kepemimpinan Kiai di Pondok Pesantren dalam Meningkatkan Mutu Pendidikan Pusaka Jurnal Khazanah Keagamaan*, 154

<sup>6</sup> Putri Delima Agus Ali, "Pengaruh Kepemimpinan Kepala Sekolah Terhadap Kinerja Guru Di MA El-Zahira Bogor" 1 (2021).

<sup>7</sup> Dina Hermina Muhammad, Alfiannur, Yahya Mof, "Kepemimpinan Dalam Pengelolaan Lembaga Pendidikan Islam" 4 (2025): 277–87.

<sup>8</sup> R Nurkhaliq, "Pengaruh Kepemimpinan Kepala Sekolah Terhadap Pelaksanaan Manajemen Mutu Dalam Mewujudkan Kinerja Guru," *Khazanah Akademia* 04, no. 02 (2020): 68–75, <http://download.garuda.kemdikbud.go.id/article.php?article=2586075&val=24330&title=PengaruhKepemimpinanKepalaSekolahTerhadapPelaksanaanManajemenMutuDalamMewujudkanKinerjaGuru> Penelitian di MTs se-Kecamatan Cisewu Kabupaten Garut.

implementation and learning process in every educational institution.<sup>9</sup> Likewise, Islamic educational institutions, especially islamic boarding school, which are the original Indonesian education system, must have educational standards that become the basis for the basic process in the learning process and evaluation of the learning process, these standards are then used by islamic boarding school leaders as a measure of the success and development of the education system.

Efforts to improve the quality of education are closely related to effective leadership and management by leaders, when leaders are truly qualified, subordinates will provide consistent support, every islamic boarding school wants to improve the quality of education, and leadership is very important to achieve it, pesantren leaders must be visionary, proficient in management, and committed to improving quality. The pesantren makes an integrated system as a strength and spearhead to achieve the goals of the vision and mission of the islamic boarding school, the concept of integration as a unity of action ideas that are understood and implemented by all internal parties as a strong and mutually reinforcing force. The value is extracted from the Qur'anic verse Ash-Shaff:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَانَتْهُمْ بُيُوتًا مَرْمُوضًا

Meaning: “Verily, Allah loves those who fight in His way in a single file, as if they were a strong building. (QS. Ash-Shaff:4)”

From this verse, the process implemented in islamic boarding school is a process for all educational and care units on an ongoing basis as a unity of purpose, vision and mission, curriculum, teaching staff, pesantren programs and infrastructure facilities to achieve the vision and mission of the pesantren, in other words, the operational management function as a systematic and planned organizational control effort where all organizational components are understood as a unity of purpose and effort to achieve the vision and mission of the pesantren. The quality of education at islamic boarding school Pesantren Nurul Ilmi wal Fikri is highly dependent on the performance of administrators and leaders. Good board performance creates a conducive and effective learning environment. To improve the quality of education, effective communication between leaders and

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<sup>9</sup> Suwandi, “Pengaruh Manajemen Muru Terhadap Budaya Organisasi Dan Kinerja Guru,” *Http://Ejournal.U 3*, no. 1 (2021).

administrators cannot be ignored. With clear and open communication, administrators can better understand the direction desired by the leadership, so they can collaborate better to achieve common goals. Based on the existence of kiai leadership and good quality management, it is hoped that it can support the improvement of the performance of pesantren administrators, with the increased performance of pesantren administrators, it will affect the improvement of the quality of islamic boarding school which is expected to be highly competitive.

## **RESEARCH METHODS**

This research uses quantitative methods with the type of ex post facto research, the use of these research methods is implemented in procedures or steps, research starts from finding, identifying, and formulating problems, compiling theories / concepts and theoretical frameworks, proposing hypotheses, collecting data, analyzing data, and making conclusions. In collecting data using research instruments in the form of questionnaires / surveys that have been declared valid and reliable, then the data that has been collected is processed using spss version 20. Furthermore, a discussion of the results of the analysis calculation is carried out and ends with a conclusion. The population used in this study were all boarding school administrators, totaling 45 administrators who were also used as research samples selected through simple random sampling techniques, and the data were collected using a questionnaire containing 40 statement items. Data analysis was carried out using multiple linear regression. Data collection was carried out using a Likert scale-based questionnaire consisting of 40 statement items, which were arranged based on indicators of each research variable.<sup>10</sup>

## **RESULT AND DISCUSSION**

This study aims to determine the effect of Kiai Leadership and Quality Management on the Performance of Administrators at Nurul ilmi wal Fikri Islamic Boarding School, both individually and simultaneously. Data analysis was carried out using multiple linear regression, which aims to measure the extent to which the independent variable affects the dependent variable, the number of respondents was 45 people, selected through simple random sampling technique. Before the research instrument is used to measure the variables in this study, a validity test and

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<sup>10</sup> Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D* (Bandung, 2022).

reliability test are first carried out to ensure that the measuring instrument used is correct and consistent in measuring the instrument. The validity test was carried out on 40 statement items developed to measure the three main variables, namely clerical leadership, quality management and board performance, the validity test process was carried out using the help of the SPSS version 20 program. From the results of the validity test, all items submitted showed a rcount value greater than rtabel at the 5% significance level, which means that each statement in the research instrument has a significant correlation, thus the statement is declared valid, meaning that all items are suitable for use in data collection to accurately measure the three research variables. After being declared valid, the instrument was then tested for reliability. Reliability refers to the consistency of an instrument in measuring the same variable over time. The instrument is said to be reliable if the measurement results remain consistent when re-measured under the same conditions.

In this study, reliability was tested using the Cronbach's Alpha method, this formula calculates the extent to which the items on the scale correlate with each other. The analysis was carried out with the help of the SPSS version 20 program for the kiai leadership variable, from a total of 16 statement items that had passed the validity test, a Cronbach's Alpha value of 0.781 was obtained. This value indicates that the instrument is in the reliable or trustworthy category. For the quality management variable, there are 14 valid statement items, and produces a Cronbach's Alpha value of 0.806. This value is included in the high category, which means that these items have excellent internal consistency in measuring aspects of quality management in pesantren. As for the board performance variable, of the 10 items tested, Cronbach's Alpha was obtained at 0.867. This is the highest value among the three variables, which indicates that the instrument to measure board performance is very reliable and stable, which can be seen in the reliability statistics table in the Cronbachs Alpha column.

**Table 1 Reliability Test of Kiai Leadership**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.781	16

**Table 2 Reliability Test of Quality Management**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.806	14

**Table 3 Reliability Test of Performance**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.867	10

**Research Hypothesis The Results : Analysis of SPSS Output Result of Kiai Leadership on Management Performance**

Based on research and calculations using SPSS 20 for windows, the following results were obtained:

**Table 4 Correlation Test (X1 to Y)**

**Correlations**

		Kepemimpinan Kyai	Kinerja Pengurus
Kepemimpinan Kyai	Pearson Correlation	1	.395**
	Sig. (2-tailed)		.007
	N	45	45
Kinerja Pengurus	Pearson Correlation	.395**	1
	Sig. (2-tailed)	.007	
	N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on table 4 above, it shows a significant value of 0.007 < 0.05, which means that there is a relationship between the kyai variable and the board performance variable with a degree of relationship of 0.395 in pearson correlation, which means the interpretation is strong.

**Table 5 The Effect of Kiai Leadership on Management Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.395 <sup>a</sup>	.156	.136	4.775

a. Predictors: (Constant), Kepemimpinan Kyai

Based on table 5 above, it is known that the R Square value in the regression analysis

is 0.136, which means that the independent variable, namely kiai leadership, is able to explain the dependent variable, namely the performance of the board, which is 15.6%.

**Table 6 Percentage T Test Results of Kiai Leadership**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.099	11.935		.679	.501
Kepemimpinan Kyai	.468	.166	.395	2.819	.007

a. Dependent Variable: Kinerja Pengurus

Based on table 6 of the T test results above, it can be seen that the coefficient value for the kiai leadership variable (X1) has a significance value of 0.007 ( $0.007 < 0.05$ ). So  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a partially significant influence between kiai leadership (X1) on board performance (Y).

Based on how to take the decision of  $t_{count}$  and  $t_{table}$  with the basis for decision making that if the value of  $t_{count} > t_{table}$  then the hypothesis is accepted and if the value of  $t_{count} < t_{table}$  then the hypothesis is rejected. With the  $T_{table}$  formula as follows:

$T_{table} = t(a/2; n-k-1)$  Description:

k: number of variables (3)

a: 5% confidence level (0.05) n: Number of respondents (45)

If the data is entered, it is as follows:  $T_{table} = t(0.05/2; 45-3-1)$

$= t(0.025; 41)$

$= 2.019$

Partial T conclusion by means of  $T_{hitung}$  and  $T_{tabel}$  from the results of table 6 the value of T count on the kiai leadership variable (X1) is 2.819 ( $2.819 > 2.019$ ), then  $H_0$  is rejected and  $H_a$  is accepted. This means that the kiai leadership variable (X1) has an influence on the performance of the management.

**Table 7 Correlation Test Results of Quality Management on Management Performance**

**Correlations**

		Manajemen Mutu	Kinerja Pengurus
Manajemen Mutu	Pearson Correlation	1	.419**
	Sig. (2-tailed)		.004
	N	45	45
Kinerja Pengurus	Pearson Correlation	.419**	1
	Sig. (2-tailed)	.004	
	N	45	45

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Based on table 7 above, it shows a significant value of  $0.004 < 0.05$ , which means that there is a correlation and relationship between the quality management variable and the board performance variable with a degree of relationship of 0.419 in Pearson correlation, which means the interpretation is strong.

**Table 8 Effect of Quality Management on Management Performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 <sup>a</sup>	.176	.156	4.719

a. Predictors: (Constant), Manajemen Mutu

Based on table 8 above, it is known that the R Square value in the regression analysis is 0.156, which means that the independent variable, namely quality management, is able to explain the dependent variable, namely the performance of the board, which is 15.6%.

**Table 9 Quality Management T-test**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.799	8.583		1.841	.073
	Manajemen Mutu	.427	.141	.419	3.027	.004

a. Dependent Variable: Kinerja Pengurus

Based on table 9 of the T test results above, it can be seen that the coefficient value for the quality management variable (X2) has a significance value of 0.004 ( $0.004 < 0.05$ ). Then  $H_a$  is accepted and  $H_o$  is rejected. This means that there is a partially significant influence between quality management (X2) on board performance (Y).

Based on how to make decisions on  $t_{count}$  and  $t_{table}$  with the basis for making decisions that if the value of  $t_{count} > t_{table}$  then the hypothesis is accepted and if the value of  $t_{count} < t_{table}$  then the hypothesis is rejected. With the T table formula as follows:

T table =  $t(a/2; n-k-1)$  Description:

k: Number of variables

a: 5% confidence level (0.05)

n: Number of respondents (45)

If the data is entered, it is as follows:

$$\begin{aligned}
 T \text{ table} &= t (0.05/2; 45-3-1) \\
 &= t (0.025; 41) \\
 &= 2.019
 \end{aligned}$$

Partial T conclusion by means of Thitung and Ttabel from the results of the table the value of T count on the quality management variable (X2) is 3.027 (3.027 > 2.018), then Ho is rejected and Ha is accepted. This means that quality management (X2) has an influence on board performance (Y).

**Table 10 test results Coefficient of Determination Model Summary**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 <sup>a</sup>	.226	.189	4.628

a. Predictors: (Constant), Manajemen Mutu, Kepemimpinan Kyai

From table 10 above, the adjusted R Square value (coefficient of determination) is 0.189 or 18.9%, which means that the influence of the independent variables of kiai leadership (X1) and quality management (X2) on the dependent variable on board performance (Y) is 18.9%, the remaining 81.1% is influenced by other factors not examined in this study.

**Table 11 Simultaneous F Test**

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	262.022	2	131.011	6.116	.005 <sup>b</sup>
	Residual	899.623	42	21.420		
	Total	1161.644	44			

a. Dependent Variable: Kinerja Pengurus

b. Predictors: (Constant), Manajemen Mutu, Kepemimpinan Kyai

Based on table 10, the significance value that can be seen in the results of the F test through the calculation of SPSS 20 the significance value (sig.) F count is 0.005 < 0.05, so Ho is rejected and Ha is accepted, meaning that there is a significant effect simultaneously or together with the kiai variable (X1) and quality management (X2).

Based on table 10 of the F test results, it can be seen that the calculated F value is 6.116 (6.116 > 2.83), so Ho is rejected and Ha is accepted, meaning that there is a significant effect simultaneously or together on the kyai leadership

variable (X1) and quality management (X2).

#### **The Effect of Kiai Leadership on Management Performance (X1→Y)**

Based on the analysis of research data from a questionnaire in the form of 40 questions generated from the answers of 45 (forty-five) respondents and managed by researchers using the SPSS ver 20 application program, it can be seen that the coefficient value for the kiai leadership variable (X1) significance value is 0.007 ( $0.007 < 0.05$ ), and the results of T count 2.819 ( $2.819 > 2.019$ ), then  $H_0$  is rejected and  $H_a$  is accepted. This means that the kiai leadership variable (X1) has an influence on the performance of the board (Y).

#### **The Effect of Quality Management on the Performance of the Management Board (X2→Y)**

Based on the analysis of research data from a questionnaire in the form of 30 questions generated from the answers of 45 (forty-five) respondents and managed by researchers using the SPSS version 20 application program, it was found that the coefficient value for the quality management variable using the tcount test with a significance value of  $0.000 < 0.0005$  and the tcount result is 3.027 ( $3.027 > 2.019$ ), then  $H_0$  is rejected and  $H_a$  is accepted. This means that quality management (X2) has an influence on board performance (Y).

#### **The Effect of Kiai Leadership and Quality Management on Management Performance (X1 and X2 →Y)**

Based on the analysis of research data from a questionnaire in the form of 30 questions generated from the answers of 45 (forty-five) respondents and managed by researchers using the SPSS version 20 application program, the significance value (sig.) F count is  $0.000 < 0.005$  and the results of the F test can be seen that the value of F count is 6.116 ( $6.116 > 2.83$ ) then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant effect simultaneously or together the kyai leadership variable (X1) and quality management (X2) on board performance (Y).

#### **CONCLUSION**

Based on the results of data analysis conducted on 45 respondents at the Islamic Boarding School, it can be concluded that both individually and simultaneously, the kiai leadership and quality management variables have a significant influence on the performance of the board, individually the kiai leadership (X1) shows a

significance value of 0.007 with a tcount of 2.819 which is greater than the t table 2.019 so it can be concluded that there is a significant influence between kiai leadership on board performance. Similarly, quality management (X2) shows a significance value of 0.004 and a tcount of 3.027 ( $3.027 > 2.019$ ), which means that quality management also has a significant effect on board performance. Simultaneously, the F test results show that the significance value is 0.005 and the Fcount is 6.116, greater than the Ftable of 2.83. Thus, together, kiai leadership and quality management have a significant effect on improving the performance of pesantren administrators. This finding shows that the role of a kiai as the leader of a pesantren is not only important in terms of spiritual and moral, but also has a direct impact on the administrative and institutional performance of the board. In addition, the systematic and consistent implementation of quality management also strengthens the overall performance of the institution. Therefore, in order to improve the performance of the board, the pesantren needs to pay more attention to increasing the leadership capacity of kiai through managerial training, as well as integrating the principles of quality management in the governance of pesantren organizations.

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