

EDUCATIONAL TRANSFORMATION: THE EFFECTIVENESS OF EDUCATIONAL MANAGEMENT IN THE ERA OF INDEPENDENT LEARNING

Mohamad Kamil Salas

UIN Maulana Malik Ibrahim Malang, Indonesia

Email: salas.kamil03@gmail.com

Abstract

The way that education is changing in the age of self-directed learning emphasizes the importance of adapting to technological developments, encouraging creativity and innovation, the very important role of teachers, and technology's application in education. the shift in education that led to the Merdeka era's successful educational management. The way that education is changing towards the effectiveness of educational management in the era of independent learning involves several key aspects that need to be considered, namely curriculum flexibility, technology and access to information, competency-based learning, collaboration and partnerships, performance-based assessment, teacher empowerment and principals, efficient resource management, and inclusion and diversity. The effectiveness of educational management also plays a role in optimizing the use of human resources, directing goals, and overcoming challenges that arise in the world of education. Education continues to develop from time to time, and education management has plays a crucial part in overseeing, controlling, and raising the standard of instruction in a variety of educational settings. A review of the literature was the research method employed in this paper. This research discusses the management of learning methods and curriculum in the independent learning era, human resource management in the independent learning era, and strategic plan management in the independent learning era.

Keywords: effectiveness, educational management, era of independent learning

INTRODUCTION

The progress of a nation certainly cannot be separated from the quality of its human resources, especially the next generation. Talking about the quality of human resources cannot be separated from the quality of education which is largely determined by the quality of teachers and education personnel. So it is very clear that teachers are the link in the chain of national progress, that there is no other alternative for our country. If we want this nation to progress,

we must focus on teachers in all aspects. Starting from quality, empowerment, facilities and infrastructure needed to fulfilling welfare that supports professionalism in educating a literate generation of the nation. 21st century literacy and competency requires teachers to be "literate" in various fields, at least able to master basic literacy such as financial, digital, science, citizenship and cultural literacy. This basic literacy ability becomes capital for teachers who encourage independent learning to provide learning that is more varied, creative and innovative, not monotonous just relying on one learning method which often makes students not develop (Sizhuo, 2023).

Education is an effort to grow and develop human dignity as a whole, comprehensively, and interestingly and interestingly. There will never be an end to improving a country's education system, so quality monitoring is very important. This is to ensure that education in the future is more focused, effective and relevant to the changing needs of a country (Aditya, R. Q., & Suranto, 2024). Education is the process of obtaining and storing information from both formal and non-formal sources to produce a quality workforce (Sihombing, A. A., & Kusumastuti, 2021)

All evaluations, however, are not equally aimed at determining whether educational goals have been achieved. The success of a school can be easily assessed if the correct methods are used. Students and institutions at all levels and types of education, formal and informal, are subject to evaluation (Galvis, Á. H., & Carvajal, 2022). Therefore, assessment must be based on the idea of achieving something better, so that every evaluation carried out by each institution aims to improve education. Developed by the minister of education and cultural research, the self-study education policy seeks to provide a positive learning environment for students and teachers.

According to Ossiannilsson, E., Altinay, Z., & Altinay, F. (2016) education is the main key for humans in forming noble people, because with their efforts, the intelligence and character of a nation in the future will be more determined by existing education. At the moment. Moreover, the success of a nation is determined more by its education. A school is an organizational institution that has its own management under the leadership of a school principal with teacher council staff and administrative staff as managers. Management is a science that discusses planning, organizing, implementing and controlling activities to complete all activities by mobilizing stakeholders as a whole so that the goals set at the beginning of the activity are achieved.² Educational Management is a basic concept that has different views. According to Usman, management in a broad sense is planning, organizing, directing and managing organizational

resources so that they can be effective and efficient in achieving goals. Meanwhile, in a narrow sense, school management includes school/madrasah program planning activities, monitoring/evaluation and school/madrasah information systems. Muflihini, M. H., & Warsito, C. (2024) argue that educational management includes eight important things, namely educational management is cooperation to achieve educational goals, educational management is a process of achieving educational goals, educational management is seen from a systems thinking framework, educational management is seen from In terms of the effectiveness of utilizing resources, educational management can be seen from a leadership perspective, educational management can be seen from the decision-making process, educational management can be seen from a communication perspective, and educational management can also be interpreted as administration that masters competency standards and basic competencies in each particular subject.

Candrasari, R., Yorman, Y., Mayasari, N., Yulia, R., & Lake, F. (2023) stated that educational management is an effort carried out by an organization of associations of people by coordinating and working together in the world of education by directing the potential they have in accordance with the personality of the nation to achieve national education goals, because by trying to organize the formation of education⁴ Learning is a crucial component of schooling. A number of factors, including the principal, teachers, curriculum, school infrastructure, and various facilities required to enhance the quality of learning, have a significant impact on the learning process. Within the realm of education, the freedom to learn encompasses the ability to choose goals, strategies, resources, and ways that both teachers and students can evaluate their learning. The era of independent learning can be defined as a time when educators and learners are free to think for themselves without being constrained by the demands of schooling, allowing them to reach their full potential in the classroom.

Education management is the implementation of education that is related to all educational material needs which is also related to all aspects of the education implementation business, which are directly related to the learning process, facilities, or educational facilities and infrastructure, and educational media. Thus, all activities of educational institutions must be administered and managed well. Independent learning: Before carrying out an activity, we need a concept so that what we are going to do can be well ordered and managed. The concept of independent learning promoted by Nadiem

Makarim was driven by his desire to create a happy and enjoyable learning atmosphere without being burdened with certain values and achievement targets (Werdiningsih et al., 2023). The concept of independent learning is defined so as not to force targets to be achieved, but learning requires time in terms of innovation. Students need something different, something that is not monotonous. Students are encouraged to learn new things not only from teaching and learning activities in class, but also from other learning environments. Ensure that the skills students acquire grow with the learning environment around them, so that the abilities students acquire are not individualistic in nature.

RESEARCH METHOD

A review of the literature was the research method employed in this paper. A literature review is an organized method for assessing, combining, and summarizing research findings from multiple sources of literature that are pertinent to the subject of the study. Within the framework of the effectiveness of educational management in the era of independent learning, we can locate methods, ideas, conclusions, and suggestions that have already been covered in related literature by doing a literature study (Denney & Tewksbury, 2013). A variety of resources, such as periodicals, books, documents, the internet, and libraries, are available for literature study. A literature review study is the kind of writing that is employed, and it centers on the findings of writing about in the context of educational transformation: the effectiveness of educational management in the era of independent learning.

RESULT AND DISCUSSION

Education in the Merdeka Belajar era experienced a significant transformation, with a focus on adapting to technological developments and student needs. According to Cheng, Y. C. (2022), several important points related to the effectiveness of educational management in this era can be explained as follows:

1. The concept of freedom to learn

The concept of Independent Learning is a bright spot in creating an adaptive and inclusive education system in the digital era. Educational transformation is not only limited to the use of hardware and software, but also to driving creativity and innovation. In a learning environment that allows the exploration of ideas, students can develop their critical, problem-solving and creativity skills more freely

2. The Role of Teachers in the Independent Learning Curriculum

Teachers have a very important role in the Merdeka Belajar curriculum. They must be able to ensure uniform growth for all students, create enjoyable learning, and personalize the learning experience according to each student's needs

3. Independent Learning Program

Merdeka Belajar was introduced by the Ministry of Culture, Research, and Technology with the intention of granting learners autonomy. The goal of this program is to provide students autonomy and prioritize their needs, so that schools and educators can adapt learning methods to students' needs and abilities.

4. Technology in Educational Transformation

The use of technology in the educational transformation process in Indonesia has become a common challenge to become a problem solver in assisting educational units in implementing the independent curriculum. Learning as a core educational process must be carried out by positioning students as key actors.

Thus, the transformation of education in the Merdeka Belajar era emphasizes the importance of adapting to technological developments, encouraging creativity and innovation, the very important role of teachers, and the use of technology in the learning process.

Shaturaev, J. (2021) stated that the transformation of education towards effective educational management in the Merdeka Belajar era involves several key aspects that need to be considered.

1. Curriculum Flexibility: Merdeka Belajar prioritizes flexibility in the curriculum to meet students' needs and interests more individually. Education management must be able to adapt the curriculum according to the rapid development of technology and global dynamics.
2. Technology and Information Access: The integration of technology in learning is essential. Education management needs to ensure that all parties involved can access the information and technology needed to support effective learning.
3. Competency-Based Learning: Education in the Merdeka Belajar era emphasizes competency-based learning that prepares students with practical skills for the world of work. Education management needs to focus on developing and assessing these competencies.

4. **Collaboration and Partnership:** Education management needs to facilitate collaboration between schools, industry and communities to increase the relevance of the curriculum to job market needs.
5. **Performance Based Assessment:** The assessment system should be more oriented towards real performance results rather than just standardized tests. Education management needs to develop assessment methods that are more holistic and describe student progress as a whole.
6. **Empowerment of Teachers and Principals:** Investment in the professional development of teachers and principals is essential. Education management must support their empowerment through relevant training and ongoing support.
7. **Efficient Resource Management:** Education management must be efficient in managing resources, including budget, facilities and learning time. This will support the creation of a conducive learning environment.
8. **Inclusion and Diversity:** Education in the Independent Learning era must be inclusive and respect diversity. Education management needs to ensure that every student gets equal opportunities to learn and develop.

Through the implementation of these strategies, educational transformation can create effective educational management in the Independent Learning era, preparing the younger generation with the relevant skills and competencies needed to face future challenges.

Management of Learning Methods and Curriculum in the Era of Independent Learning

The current section discusses how to adapt to the Industrial Revolution 5.0 era by using a learning approach. In reaction to this new period, it is important to examine current data and scientific dialogue on learning approaches.

In particular, new literature, specifically, data literacy first. The ability to read, comprehend, and make use of vast volumes of data in a digital setting is referred to as this literacy. Technical literacy is the second group. This level of literacy includes an understanding of technology use and machine operation. Human literacy is the last category. The humanities are improving as a sign of literacy communication, and design. Students and teachers can get involved in a variety of literacy initiatives. And the educational system and/or approach used the same objective is pursued by education through autonomous learning. Students who acquire this new literacy will grow into exceptional and skilled human resources who will contribute to Indonesia's future development (Pratikno et al., 2022).

However, apart from developing new literacy, Education in the era of Industrial Revolution 5.0 still fosters virtues like integrity, tolerance, fairness, hard effort and perseverance, honesty, and faith. based, among other things, on nine MBKM-related patterns or inclinations in schooling. First, study somewhere else and at a different time. Second, personal education. Thirdly, pupils are free to choose how they want to learn. Project-based learning is the fourth. Field experience is the fifth. Data interpretation comes in sixth. Seventh, the evaluations differ. The eighth is student participation. And lastly, guidance. One learning strategy employed in the system of autonomous learning education is blended learning. In order to respond to learning systems and methodologies in the age of independent learning with an independent curriculum, blended learning is also inferred from a variety of research studies and scientific discussions. Research by Barlian, U. C., & Solekah, S. (2022) in particular has put into practice the idea of engaging, creative, and comfortable learning strategies that can meet the needs of students in the industrial era 5.0.

To do this, education must aim to develop critical thinking and problem-solving skills, creativity and innovation, collaboration and communication skills, and character (Ilyasin, 2020). As a result, in the period of Industrial Revolution 5.0, the plan for carrying out learning activities needs to be able to overcome obstacles and capitalize on educational chances. Furthermore, as educators are crucial to the system's success, it is imperative that they possess the expertise and abilities necessary to adjust to the new framework. The secret to transformation, including bringing back the reading-based curriculum and elevating the status of educators with digital competency, is to help instructors become more proficient in the new literacy. Therefore, in an independent learning educational system, the blended learning approach is perfect for instruction. In order to address the tedious nature of the learning process, the education system must combine traditional teaching techniques, such as in-person instruction or those suggested by Purnamasari et al. (2020), specifically the Education Mini Club method, with the goal of continuing to develop character in between learning new literacy competencies.

Finance in education is closely related to the economic concept of education, which is basically about how humans and society choose to use limited productive resources to provide different training programs and foster the growth of thinking, character, and knowledge, particularly through formal education in the field of education in certain time periods in society (Tan, 2021). Financing plays an important role in developing superior human resources in the educational process.

As a means of ensuring that the nation's educational goals are met, it is important to have a well-managed budget (Turnbull et al., 2020). Managing expenses or financial management, requires a little strategy, implementation and monitoring. There are two types of costs in education: direct and indirect. Direct costs include the purchase of educational materials, facility costs, transportation costs, teacher salaries paid by the government, parents, and the students themselves. Indirect costs are the result of lost profits from carrying out student teaching and learning activities.

The income budget and expenditure budget are interrelated in the education budget in order to meet educational goals (Soviany et al., 2022). The admissions budget is the amount of money a school receives each year from different official sources and on a regular basis, such as grants and scholarships. The basic budget is the amount of money spent each year to provide education at school. Components play a large role in determining how much schools spend, and the amounts and percentages of each vary from school to school and over time. Employee welfare, administration, educational technical guidance, and data collection are all included in the list of cost element approach school cost categories. This includes costs related to the implementation of lessons and administration of these lessons as well as costs related to maintaining school infrastructure.

Human Resource Management in the Era of Independent Learning

Increasing intelligence and growth of a nation is the main goal of education in every civilization. Society's ability to compete in a competitive environment can be improved through education (Hilton III, 2020). To improve the lives of others, one must strive to educate oneself. Education can take place in various ways, both formal and informal. As a general rule, formal education should take place in school. Indonesian education is a major issue, it has even been stated in the law which is the legal basis for the government that teaching the state is the state's obligation.

Student humanization is a process that cannot be separated from the essence of education itself. It is their culture that embodies the creative human personality. Humans are raised and nurtured within the boundaries of their own culture, where they actively participate in its creation and reconstruction (Mulang, 2021).

Changing our perspective on education from a progressivist perspective is very important if we want to achieve "Freedom of Learning" as declared by the Minister of Education and Culture Nadiem Makarim. The reason for this is because progressivism is a school of educational theory that considers people

to have unique and extraordinary skills and can overcome various difficulties that threaten humans themselves. The main criticism of authoritarian education is that it undermines the development of human potential in the educational process. Consequently, in education, each component is seen as a driving force for future progress. There must be a deeper understanding of what already exists to make progress in a progressive worldview, because simply recognizing concepts, theories and ideals as real objects (beings) is not enough (Abou-Khalil et al., 2021).

It is important to note that there are four main aspects in the independent learning policy, namely National Standard School Examinations, National Examinations and Learning Implementation Plans. Organizing a series of learning activities in the context of independent learning is the most significant issue to be discussed here. The option used is to provide activity models for each learning stage. Independent learning can only be supported by RPP which adheres to the notion of independent learning. Students and the learning process are not the only ones who benefit from lesson plans for independent learning.

To meet learning objectives and meet the needs of students in the class, lesson plan writing is done in a way that does not require a lot of time or energy, according to the writing of the lesson plan. In connection with this rule. The RPP that has been created can be used by teachers in the future. Educators can also change the structure of lesson plans according to the ideals of effectiveness, efficiency and focus on students (Hediansah, D., & Surjono, 2020).

When formulating RPP policies on independent learning, teachers and other school personnel are one of the most important variables to take into account. Teachers are usually expected to develop detailed lesson plans, which take a long time to prepare and analyze the actual learning process.

Strategic Plan Management in the Era of Independent Learning

An organization's efforts to work in harmony with its environment are referred to as strategic management. Thus, strategy can be seen as a strategy for integrating organizational goals, policies and action plans into one, connected and coordinated (Fuertes et al., 2020). Strategic management, according to De Witt et al., (2020) is the process of developing, executing, and evaluating cross-functional options to help a business meet its goals.

Strategic management, according to De Witt et al., (2020) has several phases, namely: strategy development including the organization's long-term goals, short-term goals, strengths and weaknesses, alternative strategies that must be considered, as well as selecting specific tactics to be implemented.

Everything is part of the strategy formulation process. Strategy implementation is the next step. Strategic management is a process that begins with the development of strategy and ends with its implementation. This is the stage where the plan is realized by empowering workers and supervisors to carry it out. The final step is to evaluate the approach. It's time to find out which tactics aren't working. It is essential to conduct a thorough examination of internal and external elements, as well as performance measurements, as part of the strategy evaluation process to take appropriate action. All of these phases must be completed for the organization to be efficient and successful in achieving its goals.

Of course, before strategic planning must take into account the nature of strategic management in addition to the strategic phase. According to Anthonysamy et al., (2020) there are five characteristics of strategic management, including:

1. Strategic management is carried out in large-scale planning which involves the interests of all components of the organization
2. Strategic management is a long-term process or strategic management focused on the long-term goals of the organization, hierarchical organizational plans, such as strategic plans, operational plans, programs, and activities, are the final product of this planning approach
3. Focus on the future is a hallmark of strategic planning
4. The vision and goals of the organization serve as guidelines in formulating strategic strategies
5. Leaders are involved in developing strategic strategies. Meanwhile, the management function is responsible for implementing strategies into action.

Developing an organization's strategic plan is an important aspect of its growth. Strategic management has a beneficial influence on the achievement of organizational goals if it is successfully implemented by institutions. Several advantages of strategic management have been cited by Romiszowski, A. J. (2024) including the ability to foresee potential difficulties, the ability to attract management attention, and the ability to increase organizational reactivity to external changes occurring, can mobilize all efforts to achieve institutional goals, and generate collaboration within solve problems and take advantage of opportunities. Informal companies are not the only ones that use strategic management. Strategic management is also needed for formal and large-scale organizations such as governments and especially educational institutions.

Independent in the field of education, the Ministry of Education and Culture of the Republic of Indonesia has produced a number of public policy products. One of the initiatives of the Ministry of Education and Culture to overcome the problems of education and cultural development is the independent learning policy. The new paradigm of sustainable learning and sustainable growth includes this independent learning policy. To prove this, the National Examination was replaced with a Competency Assessment and Character Survey, which takes into account students' abilities and talents in determining whether or not they are worthy of graduating, in line with the new paradigm which holds that schools and society must aim to develop skills. The focus should be on the process rather than the final result, as shown by the National Examination which places great emphasis on results. Getting results is very important, but so is the process of achieving these achievements, diagnoses and prescriptions are made through assessment (Anis, M., & Anwar, 2020).

Policy can be viewed in seven different ways, according to Duke and Pramana et al., (2021):

1. The role of policy in confirming organizational goals and objectives
2. Decisions by different entities that regulate, control, and exert influence within their jurisdiction are called policies.
3. Policy as a set of principles for making independent decisions
4. Use of policy as a means of overcoming problems
5. As a result of this policy, it is possible to determine acceptable and unacceptable behavior.
6. Within the scope of substantive activities, policy is a consistent and orderly method.
7. The final product of the policy-making system: The ability of the policy to impact future policy formulation

A policy, according to Sara et al., (2021) can include everything from a set of goals and plans to a set of programs and options to rules and laws. In other words, the Merdeka Belajar policy can be considered a policy because it has clear objectives, an implementation plan and is supported by the government. This is also a policy because the decision was made by the Ministry of Education and Culture and was issued through a circular from the Ministry of Education and Culture. One of the education policies is "Freedom to Learn". A country's ability to compete in the global market depends on its education policy, which has thus become a top priority in the current era of globalization.

In other words, according to Setyawan et al., (2022) strategic planning is a process in which an organization chooses its long-term goals, develops strategies, and implements them. An organization's strategy, direction, and resources are determined through strategic planning, which is a process. In other words, it is a blueprint for how education will be developed and implemented in the future. The strategic plan is developed in accordance with the objectives of the state education program. The short, medium and long term goals to be achieved will be based on the country's educational goals. Education, management, finance, and academic administration are all included in the strategic planning process. Organizational culture and environment are also important factors in the strategic planning process. As part of efforts to meet national education goals, the strategic plan addresses the importance of freedom to learn. One of the short-term goals of the strategic plan is to enable students to learn at their own pace.

Of course, the effectiveness of the education system must be considered when formulating these learning policies in strategic plans. Regardless of the size of the country, Indonesian education varies in quality and services. Due to the equal distribution of educational quality and services, it is natural that the performance of educational administration is also uneven. In urban locations, the implementation of independent learning will be very different from in rural areas. To implement the free learning policy, educators such as teachers play an important role. As a result, the central government must include this in its long-term strategy (Amon, L., & Bustami, 2021).

Considering the fact that not all educational institutions in Indonesia have adequate educational management in preparing independent learning policies. Of course, if educational institutions are not able to regulate themselves adequately, the consequences of autonomous learning strategies will not be what they should be. The culture and atmosphere of educational institutions must be able to support the implementation of independent and independent learning.

CONCLUSION

The effectiveness of educational management is very important in the era of independent learning to create a learning system and culture that is more effective, pro-active, creative, innovative, independent, contextual and emancipatory. Merdeka Belajar has 4 main ideas as an effort to create a more effective learning system and culture. To achieve this orientation, the Ministry of Education and Culture feels the need to cut procedural and administrative

matters which are considered to hinder the effectiveness and essence of learning. The implementation of the principal's transformational leadership through work commitment to teacher performance is also an important factor in Merdeka Belajar. Inequality in educational accessibility from a multicultural education perspective is also a concern in achieving educational effectiveness in the Independent Learning era. The effectiveness of educational management also plays a role in optimizing the use of human resources, directing goals, and overcoming challenges that arise in the world of education.

Education continues to develop from time to time, and education management has an important role in directing, managing and improving the quality of learning in various educational institutions. In optimizing the workload of school principals in managerial terms, the principles of School Based Management are very suitable to be implemented because they are in line with the spirit of Freedom to Learn. With this principle, schools have autonomy and flexibility in managing school resources as optimally as possible. From the various sources provided, it appears that the effectiveness of education management in the Merdeka Belajar era is the main focus for creating an education system that is more adaptive, innovative and effective in facing the current dynamics of education.

REFERENCES

- Abou-Khalil, V., Helou, S., Khalifé, E., Chen, M. A., Majumdar, R., & Ogata, H. (2021). Emergency online learning in low-resource settings: Effective student engagement strategies. *Education Sciences*, 11(1), 24.
- Aditya, R. Q., & Suranto, S. (2024). The Role of Educational Transformation in the Digital Era in Improving Student Quality. *Al Qalam: Jurnal Ilmiah Keagamaan dan Kemasyarakatan*, 18(3), 1756-1772.
- Amon, L., & Bustami, M. R. (2021). Implementation of School-Based Management in Curriculum and Learning Processes: a Literatur Review. *Jurnal Pendidikan Dasar Dan Menengah (Dikdasmen)*, 1-11.
- Anis, M., & Anwar, C. (2020). Self-organized learning environment teaching strategy for ELT in Merdeka Belajar concept for high school students in Indonesia. *JEES (Journal of English Educators Society)*, 5(2), 199-204.
- Anthonyamy, L., Koo, A. C., & Hew, S. H. (2020). Self-regulated learning strategies and non-academic outcomes in higher education blended learning environments: A one decade review. *Education and information technologies*, 25(5), 3677-3704.

- Barlian, U. C., & Solekah, S. (2022). Implementasi kurikulum merdeka dalam meningkatkan mutu pendidikan. *JOEL: Journal of Educational and Language Research*, 1(12), 2105-2118.
- Candrasari, R., Yorman, Y., Mayasari, N., Yulia, R., & Lake, F. (2023). Visionary leadership in education management: leading toward optimal achievement in the era of independent learning. *Indonesian Journal of Education (INJOE)*, 3(3), 451-467.
- Cheng, Y. C. (2022). *School effectiveness and school-based management: A mechanism for development*. Routledge.
- De Witt, C. S., Gupta, T., Makoviichuk, D., Makoviychuk, V., Torr, P. H., Sun, M., & Whiteson, S. (2020). Is independent learning all you need in the starcraft multi-agent challenge?. *arXiv preprint arXiv:2011.09533*.
- Denney, A. S., & Tewksbury, R. (2013). How to write a literature review. *Journal of criminal justice education*, 24(2), 218-234.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review—descriptive. *Journal of engineering*, 2020(1), 6253013.
- Galvis, Á. H., & Carvajal, D. (2022). Learning from success stories when using eLearning and bLearning modalities in higher education: a meta-analysis and lessons towards digital educational transformation. *International Journal of Educational Technology in Higher Education*, 19(1), 23.
- Hediansah, D., & Surjono, H. (2020). Hybrid learning development to improve teacher learning management. *JKTP: Jurnal Kajian Teknologi Pendidikan*, 3(1), 1-9.
- Hilton III, J. (2020). Open educational resources, student efficacy, and user perceptions: A synthesis of research published between 2015 and 2018. *Educational Technology Research and Development*, 68(3), 853-876.
- Ilyasin, M. (2020). Transformation of Learning Management: Integrative Study of Islamic Boarding School Curriculum. *Dinamika Ilmu*, 20(1), 13-22.
- Muflihini, M. H., & Warsito, C. (2024). Independent Learning Policy for Quality Strategic Educational Management Using IT Skills: A Case of Merdeka Campus (MBKM) Program in Indonesia. *Calitatea*, 25(198), 351-360.
- Mulang, H. (2021). The effect of competences, work motivation, learning environment on human resource performance. *Golden Ratio of Human Resource Management*, 1(2), 84-93.
- Ossiannilsson, E., Altinay, Z., & Altinay, F. (2016). Transformation of teaching and learning in higher education towards open learning arenas: A

- question of quality. *Open Education: International perspectives in higher education*, 159-178.
- Pramana, C., Chamidah, D., Suyatno, S., Renadi, F., & Syaharuddin, S. (2021). Strategies to Improved Education Quality in Indonesia: A Review. *Turkish Online Journal of Qualitative Inquiry*, 12(3).
- Pratikno, Y., Hermawan, E., & Arifin, A. L. (2022). Human resource 'Kurikulum Merdeka' from design to implementation in the school: What worked and what not in Indonesian education. *Jurnal Iqra': Kajian Ilmu Pendidikan*, 7(1), 326-343.
- Purnamasari, R., Suchyadi, Y., Karmila, N., Nurlela, N., Mirawati, M., Handayani, R., ... & Kurnia, D. (2020). Student Center Based Class Management Assistance through the Implementation of Digital Learning Models and Media. *Journal of Community Engagement (JCE)*, 2(2), 67-70.
- Romiszowski, A. J. (2024). *Producing instructional systems: Lesson planning for individualized and group learning activities*. Taylor & Francis.
- Sara, I., SAPUTRA, K. A. K., & Utama, I. W. K. J. (2021). The effects of strategic planning, human resource and asset management on economic productivity: A case study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(4), 381-389.
- Setyawan, A. A., PRABOWO, H., SIMATUPANG, B., & PRADIPTO, Y. D. (2022). Effect of Quality Management Practices, and Digital Innovation on Organizational Performance Mediated by Competitiveness Strategy and Moderated by Industrial Collaboration at Vocational Colleges in Indonesia. *ITALIENISCH*, 12(2), 1096-1100.
- Shaturaev, J. (2021). 2045: Path to nation's golden age (Indonesia Policies and Management of Education). *Science and Education*, 2(12), 866-875.
- Sihombing, A. A., & Kusumastuti, Y. S. (2021, November). Transformation of Educational Traditions: Foundations of Educational Management and Evaluation in the Future Covid-19 Pandemic. In *1st International Conference on Continuing Education and Technology (ICCOET 2021)* (pp. 145-155). Atlantis Press.
- Sizhuo, L. (2023). Research on the Paradigm Transformation of Education Management under the Background of Education Modernization. *Frontiers in Educational Research*, 6(25).
- Soviany, P., Ionescu, R. T., Rota, P., & Sebe, N. (2022). Curriculum learning: A survey. *International Journal of Computer Vision*, 130(6), 1526-1565.
- Tan, O. S. (2021). *Problem-based learning innovation: Using problems to power learning in the 21st century*. Gale Cengage Learning.

- Turnbull, D., Chugh, R., & Luck, J. (2020). Learning management systems, an overview. *Encyclopedia of education and information technologies*, 1052-1058.
- Werdiningsih, R., Yusron, A., Hafiz, M., Rumfot, S., & Madaling, M. (2023). Islamic Education Leadership Management In Independent Learning Educational Curriculum Quality: Challenge Analysis And Solutions. *Jurnal At-Tarbiyat: Jurnal Pendidikan Islam*, 6(1).