Educational Supervision as Improving the Quality of Learning in Schools: Systematic Literature Review

Gita Mutiara[1]
[1]MTS Al-Adli Palembang, South Sumatra, Indonesia

Corresponding author e-mail: Mutiaragita100@gmail.com

Abstract: Educational supervision is a crucial effort in improving the quality of learning in schools. Through the supervision process, school principals, education supervisors, and other educators can provide guidance, evaluation, and constructive direction to enhance the effectiveness of the learning process. This study aims to examine the role of educational supervision in improving the quality of learning in schools, focusing on the implementation of effective supervision strategies and techniques. The results of the study indicate that educational supervision, when conducted in a structured and continuous manner, can enhance teachers' teaching skills, improve the interaction between students and teachers, and create a more conducive learning environment. Therefore, educational supervision plays a vital role in improving and developing the quality of learning in schools, which ultimately has a positive impact on students' academic achievements. This study is expected to serve as a reference for educators and education managers in designing more effective supervision policies and programs in schools.

Keywords: Educational Supervision, Improvement of Learning Quality, Teacher Professional Development

A. Introduction

This study examines how educational supervision can contribute to improving the quality of education in the digital era. Adaptive and technology-based supervision is expected to strengthen teachers' digital skills, create innovative learning methods, and improve the overall quality of education to face future challenges (Jacqueline & Mulyanti, 2024). Educational supervision plays an important role in improving the quality of the learning and teaching process in schools, examining the role of educational supervision in improving the quality of learning and teaching. Supervision that is carried out well can improve teacher competence, improve teaching methods, and create a more conducive learning environment for students. Thus, educational supervision plays an important

role as a means to create better quality education (Ramadina et al., 2023). Educational supervision has a very important role in improving the quality of learning and education management in schools. The function of supervision is not only limited to supervision, but also includes coaching and developing teacher competencies so that the learning process can run effectively and efficiently. This study reveals the urgency of educational supervision as one of the main factors in improving the quality of education. Through structured and continuous supervision, it is expected to create a conducive learning environment, improve teacher professionalism, and ultimately improve student learning outcomes (Faujiah et al., 2023).

The principal has a strategic role in improving the quality of education in schools, one of which is through effective educational supervision, educational supervision carried out by the principal aims to guide, direct, and improve teacher performance in the learning process. In his research, he examined the role of the principal in educational supervision, which is expected to improve the quality of teaching, classroom management, and create a more conducive learning environment. The principal, as an educational leader, functions not only as a supervisor, but also as a facilitator who encourages teacher professional development in order to improve the overall quality of education (Nurkholis, 2021).

Good teacher performance is the main key in improving the quality of learning in schools, examining the role of educational supervision in improving teacher performance at SMP Swasta PAB 1 Medan Estate. Educational supervision is expected to help teachers develop teaching skills, improve learning methods, and create a more conducive learning environment, which in turn improves student learning outcomes (Fitra Amalia Harahap et al., 2023). In this context, educational supervision plays an important role in adjusting and optimizing the learning process to be more relevant to the development of the times. Examining the role of educational supervision in facing the challenges of the Society 5.0 era. Adaptive educational supervision is expected to improve the quality of teaching, strengthen teachers' digital skills, and create more innovative and technology-based learning, in accordance with the needs of future generations. The Society 5.0 era, which integrates technology with social life, brings significant changes in various sectors, including education (Inom Nasution et al., 2023).

Systematic evaluation can provide a clear picture of the effectiveness of the supervision program and its impact on improving the quality of learning. In his research, he examined the management of educational supervision program evaluation and how it can contribute to improving the quality of education. With good evaluation management, the supervision program can be more focused, provide constructive feedback, and support teacher professional development to achieve higher quality education goals.

Management of educational supervision program evaluation is an important aspect in efforts to improve the quality of education (Wahib, 2021).

Educational supervision is one of the effective ways to improve the quality of learning by providing support and guidance to teachers. This supervision aims not only to evaluate, but also to improve teaching skills and create better interactions between teachers and students. Quality education is highly dependent on the ability of teachers to manage learning, and for that, continuous guidance and professional development are needed (Addini et al., 2022). The Merdeka Belajar era presents new challenges for the world of education to create a more flexible, innovative, and student-based learning process. Educational supervision can be an effective tool in improving the quality of learning in the Merdeka Belajar era. Adaptive supervision based on the Merdeka Belajar principle is expected to support teacher professional development, improve learning methods, and create a more dynamic learning environment that is in accordance with the development needs of students (Maesaroh, 2023). Quality education requires good management, and educational supervision carried out by school supervisors plays an important role in this regard, the role of school supervisors in educational supervision, with a focus on their contribution to improving the quality of educational management. Through effective supervision, school supervisors can play a role in teacher professional development and better school management, which ultimately has an impact on improving the quality of learning and student academic outcomes (Fatmariyanti et al., 2024).

B. Methods

This research was conducted using the Systematic Literature Review (SLR) approach, which is a structured method to identify, assess, and synthesize relevant previous research results. The main focus of this study is to examine how educational supervision contributes to improving the quality of learning in schools. The process begins with the formulation of research topics and problems, followed by a search for scientific articles from accredited national journals published between 2021 and 2024. Articles are selected based on certain criteria such as topic relevance, methodological feasibility, and source recency. Each article is analyzed with a critical approach to reveal the objectives, research approaches, results, and implications of the findings. The next step is to synthesize the findings from the 15 journals that were successfully reviewed, by comparing the patterns, differences, and contributions found. This synthesis aims to obtain a complete picture of the effectiveness and challenges of educational supervision in various contexts. The findings are then used as a basis for formulating practical recommendations for education stakeholders, such as principals, teachers, and policy makers, to design a supervision system that is adaptive, collaborative, and supports teacher professional development. Thus, this method not only contributes to the development of science, but also provides a strategic reference in educational practices in the field.

C. Results and Discussion

Table 1. Journal Review

No	Title and Author	Research Objectives	Research methodology	Research results	Conclusion
1.	Supervision of Islamic Education (Toha et al., 2022)	This study aims to determine the influence of the managerial competence of kindergarten principals on the performance of kindergarten teachers in Serang-Banten Kindergartens, the influence of academic supervision of kindergarten principals on teacher performance, and the influence of managerial competence and academic supervision of kindergarten principals together on the performance of kindergarten teachers in Serang-Banten Regency Kindergartens.	The research method used is a qualitative approach with a case study research design. This study aims to examine the influence of the managerial competence of kindergarten principals on teacher performance, as well as the influence of academic supervision of kindergarten principals on teacher performance in kindergartens in Serang Regency, Banten. The methods used include in-depth interviews, observation, and documentation to collect relevant data. Data analysis was carried out using the Miles and Huberman model qualitative analysis technique,	The results of the study indicate that effective educational supervision can improve the quality of teaching in madrasahs. The head of the madrasah has an important role in creating a conducive working atmosphere and managing personnel with various characteristics, attitudes, and abilities. As a leader of an educational institution, the head of the madrasah has duties as a manager, leader, administrator, supervisor, innovator, and motivator. In addition, the head of the madrasah must have personality, managerial, entrepreneurial, supervisory, and social competencies. The role of the head of the madrasah in improving teacher performance is very important in efforts to improve the quality of education in madrasahs.	The main conclusions that can be drawn are as follows: first, the Role of the Principal in Supervising Islamic Education The principal has a crucial role in creating a conducive working atmosphere and managing personnel with various characteristics, attitudes, and abilities. As the leader of an educational institution, the principal serves as a manager, leader, administrator, supervisor, innovator, and motivator. Second, Competencies Required by the Principal. A principal must have personality, managerial, entrepreneurial, supervisory, and social competencies to carry out his duties effectively. These competencies support the principal in improving teacher performance and the quality of education in madrasahs. Third, the Impact of Supervision on Teacher Performance. Effective educational supervision can improve teacher performance. With good supervision, teachers can get the coaching needed to improve their

			which includes data reduction, data presentation, and drawing conclusions.		professional abilities, which in turn has a positive impact on the quality of learning provided to students.
2.	Implementation of Supervision at Pertiwi Elementary School, Bogor (Ganeswara & Karmila, 2021)	Aims to determine the implementation of educational supervision at SD Pertiwi Bogor.	This study uses a descriptive qualitative approach. Primary data were obtained from interviews with the principal, vice principal for curriculum, and a teacher, while secondary data were obtained from supervision implementation documents. Data collection techniques include in-depth interviews, observations, and documentation analysis, with validation using triangulation and member checks.	The results of the study indicate that the object of supervision at SD Pertiwi is focused on academic supervision that includes human elements (such as teachers and students) and non-human elements (such as facilities and systems). The subject of supervision covers all levels, from the head of the foundation to students. The purpose of supervision is to help teachers understand learning needs and problems and improve the quality of learning through targeted guidance and supervision. The implementation of supervision is carried out through individual techniques, such as class visits, observations, peer supervision, and consultations, as well as group techniques that are applied through joint activities of the entire school community.	SD Pertiwi Bogor has implemented educational supervision systematically, planned, and structured. The supervision implemented, both individually and in groups, has proven effective in improving the quality of learning and helping to build a positive image of the school in the community.
3.	Supervision Model in Quality Assurance of Educational Institutions (Muhammad	To describe the importance of managerial supervision, to know the targets of managerial supervision, and the principles of managerial supervision in improving	This research uses a qualitative approach with a library research method, gathering information from relevant books and articles.	The results of the study indicate that managerial supervision is essential in Islamic educational institutions, covering all aspects of school structure and management. The quality of Islamic educational institutions is determined by all	Managerial supervision has a very important role in improving the quality of Islamic educational institutions. Managerial supervision is not only related to one aspect, but includes all components in the structure and management of the

	Syukron et al., 2023)	the quality of Islamic educational institutions.		components in the school, and managerial supervision can improve productivity and management performance, which will ultimately improve the quality of education.	school. The quality of Islamic educational institutions is determined by all elements in the school, and managerial supervision can increase productivity and management performance, which will ultimately improve the overall quality of education.
4.	Analisis Supervisi Pendidikan di SMK Al-Ma'arif Way Kanan (Novari et al., 2023)	to analyze the practice of educational supervision implemented at SMK Al-Ma'arif Way Kanan. This study aims to evaluate the extent to which educational supervision is carried out at the school, with a focus on the administrative and management aspects of the school, as well as communication between educational supervisors and teachers. The main objective is to identify strengths and weaknesses in the implementation of educational supervision, as well as to provide recommendations for improvement in order to improve the quality of teaching and learning at SMK Al-Ma'arif Way Kanan.	The research method used is a descriptive qualitative approach.	showing that the implementation of educational supervision in the school is still limited and not optimal. Supervision is more focused on the administrative and management aspects of the school, while the pedagogical aspects of teaching receive less attention. In addition, communication between educational supervisors and teachers is also limited, so that constructive and continuous feedback is difficult to achieve. This study recommends the need for improvements in the implementation of educational supervision through training for educational supervisors, improving communication between supervisors and teachers, and greater emphasis on supervision of the pedagogical aspects of teaching. By implementing effective educational supervision practices, it is hoped that the quality of teaching and learning at SMK Al-Ma'arif	The main conclusion that can be drawn is that the implementation of educational supervision at SMK Al-Ma'arif Way Kanan is still limited and not optimal. Supervision is more focused on the administrative and management aspects of the school, while the pedagogical aspects of teaching receive less attention. In addition, communication between educational supervisors and teachers is also limited, so that constructive and continuous feedback is difficult to achieve. This study recommends the need for improvements in the implementation of educational supervision through training for educational supervisors, improving communication between supervisors and teachers, and greater emphasis on supervision of the pedagogical aspects of teaching. By implementing effective educational supervision practices, it is hoped that the quality of teaching and learning at SMK Al-Ma'arif Way Kanan can improve,

				Way Kanan can improve, having a positive impact on student learning achievement and overall educational development	which in turn will have a positive impact on student learning achievement and overall educational development.
5.	Educational Supervision in Building Reputation and Improving the Quality of Education (Aprilianti et al., 2023)	The objectives are: first, to analyze the role of educational supervision as a vital instrument in maintaining accountability, improving the quality of learning, and maintaining the reputation of educational institutions. Second, to evaluate the potential benefits of educational monitoring in improving teaching standards in educational environments. Third, to find out which supervision tactics or strategies are most successful in improving teaching standards.	This research uses a library research method to gather information related to the topic.	The results of the study indicate that educational supervision plays an important role in the educational context and provides a number of benefits, such as helping schools and teachers identify and overcome weaknesses in teaching methods, curriculum, and evaluation. In addition, educational supervision also helps maintain a positive image of schools and teachers, increases customer satisfaction (students and parents), and makes a real contribution to building a strong educational reputation.	Educational supervision plays a crucial role in improving the quality of education and building the reputation of educational institutions. Through an effective supervision process, schools and teachers can identify and address weaknesses in teaching methods, curriculum, and evaluation. This not only improves the quality of education, but also ensures that national standards are met. In addition, educational supervision helps maintain a positive image of schools and teachers, increases student and parent satisfaction, and makes a real contribution to building a strong educational reputation. Thus, educational supervision not only functions as an instrument of supervision, but also as a main pillar in creating an excellent and respected education system.
6.	The Role of Educational Supervision in Improving the Quality of Education	to find out how educational supervision plays a role in improving the quality of education.	This study uses a literature study method to achieve these objectives.	The results of the study indicate that the principal's capacity to provide the direction, guidance, and support needed for teachers to succeed at the required level is related to supervision. Effective supervision must be collaborative	Educational supervision has an important role in improving the quality of education. The principal's capacity to provide direction, guidance, and support needed by teachers is closely related to supervision. Effective supervision

	(Cahayati & Rizqa, 2024)			and supportive. Supervisors must work with teachers to help them improve the quality of learning and develop their professional competence.	must be collaborative and supportive, where supervisors work together with teachers to help them improve the quality of learning and develop their professional competence. Thus, effective educational supervision can improve the overall quality of education.
7.	Educational Supervision as an Effort to Improve Teacher Performance at PAB 1 Medan Estate Private Middle School (Fitra Amalia Harahap et al., 2023)	This study aims to explore the extent to which the implementation of educational supervision carried out by the principal can improve teacher performance in the learning process at the school.	The research method used is a quantitative method with a correlational approach.	The results of the study indicate that the implementation of educational supervision carried out by the principal has a positive and significant effect on improving teacher performance. Effective supervision, which includes good leadership and supervision, can improve teacher performance and improve the quality of education in the school.	It can be concluded that educational supervision carried out by the principal has a positive and significant effect on improving teacher performance. Effective supervision, which includes good leadership and supervision, can improve teacher performance and improve the quality of education in the school.
8.	The Role of Educational Supervision in Improving the Quality of Learning Post Covid-19 Pandemic (Putri Nur Aisyah et al., 2024)	This study aims to understand how educational supervision can adapt to post-pandemic challenges and play a role in improving the learning process in schools.	The research method used is a qualitative method with a case study approach.	The results of the study show that educational supervision has an important role in improving the quality of learning after the Covid-19 pandemic. Principals and educational supervisors act as facilitators who support teachers in adapting new learning methods, utilizing technology, and overcoming challenges that arise after the pandemic. These findings provide important implications for educational policies that support	it can be concluded that educational supervision has a strategic role in improving the quality of learning after the Covid-19 pandemic. Principals and educational supervisors function as facilitators who support teachers in adapting new learning methods, utilizing technology, and overcoming challenges that arise post-pandemic. This finding emphasizes the importance of strengthening the

				strengthening the supervision system to improve the quality of education sustainably.	supervision system to improve the quality of education sustainably.
9.	Principal's Academic Supervision in Improving Teacher Performance (Badriyah, 2022)	This study aims to describe how academic supervision can contribute to improving teacher performance, which is a major component in implementing teaching in schools. Through supervision activities, it is expected that teacher competence can be fostered and developed, so that it can improve the quality of education in the school.	The research method used is a qualitative approach with a case study design.	The results of the study showed that academic supervision carried out by the principal at SDIT Ya Bunayya Pujon played an important role in improving teacher performance. The implementation of supervision was carried out through several stages, such as class visits to observe the learning process, observation of teaching methods, and interactions between teachers and students. In addition, the principal also conducted visits between teachers to share experiences and have personal conversations to provide constructive feedback. Regular meetings with teachers were also held to discuss learning developments and improvement strategies. Through these stages, academic supervision helps teachers to be more motivated and focused in improving their teaching skills, which in turn improves the quality of learning and student learning outcomes at the school.	It can be concluded that academic supervision carried out by the principal plays an important role in improving teacher performance. Through the stages of planning, implementation, evaluation, and follow-up, the principal can provide clear direction, constructive feedback, and opportunities for teachers to develop their competencies. As a result, teachers become more motivated and focused in improving their teaching skills, which in turn contributes to improving the quality of learning and student learning outcomes at the school.
10.	Supervision in Improving the Quality of Learning	This study aims to understand how supervision can be applied effectively to	The research method used is a descriptive qualitative research method.	The results of the study indicate that the implementation of supervision at SD Negeri 114 Rejang Lebong has been carried out	the implementation of supervision at SD Negeri 114 Rejang Lebong has been carried out as an effort to improve the quality of learning

	Evaluation at State Elementary School 114 Rejang Lebong (Enilawati et al., 2022)	improve the quality of learning evaluation in the school.		as an effort to improve the quality of learning evaluation. Although this school has limitations, such as a limited number of teachers (7 people) and no internet access, supervision is still carried out to ensure better quality of learning evaluation. However, due to limited access to the full article, further details regarding the specific results of this study cannot be presented.	evaluation. Although this school has limitations, such as a limited number of teachers (7 people) and no internet access, supervision is still carried out to ensure better quality of learning evaluation. However, due to limited access to the full article, further details regarding the specific conclusions of this study cannot be presented.
11.	The Effectiveness of Principal Leadership in Implementing the Independent Curriculum (Hidayat et al., 2023)	Aims to identify the effectiveness of the principal's role in implementing the Merdeka Curriculum at SMPN 195 Jakarta. The main focus is to understand how the principal carries out leadership functions in designing, organizing, implementing, and evaluating student-centered learning processes.	This study uses a qualitative approach with data collection techniques in the form of interviews, observations, and documentation. Primary data were obtained from the principal, teachers, and education personnel, while secondary data came from literature, journals, and online news. Data analysis was carried out through the stages of data reduction, data presentation, and drawing conclusions, with data validity tests	The results of the study show that the principal has carried out his role in the implementation of the Independent Curriculum through various stages such as planning, organizing, implementing, and evaluating. However, in its implementation, several obstacles were found, including the limited competence of teachers in understanding the Independent Curriculum, the implementation of differentiated learning that is not optimal, and the use of information technology which is still limited in the learning process.	The principal has an important role as a manager who drives and organizes the school in implementing the Independent Curriculum. The principal is required to be able to manage the curriculum, students, teaching and education staff, and educational facilities and infrastructure. Within the framework of Independent Learning, the principal also acts as a leader of change, who encourages student-centered learning and gives teachers the freedom to design learning activities according to student needs.

No.	Title	Aim	Method	Results	Conclusion
			including internal validity, external validity, reliability, and objectivity.		
12.	Implementation of Educational Supervision in Schools (Berliani et al., 2023)	to describe the implementation of educational supervision in schools, with a focus on two main aspects: (1) implementation of educational supervision in schools, and (2) obstacles faced in implementing educational supervision in schools.	The research method used is a descriptive qualitative approach with a case study design.	The results of the study showed that the implementation of educational supervision at SDN 11 Palangka Raya went well. The principal has prepared an optimal work program to improve the quality of the implementation of learning activities, especially through academic supervision that focuses on teacher preparation and learning tools. However, in the implementation process, the principal faced obstacles, especially in providing guidance to teachers, so that the academic supervision process provided was not only limited to coaching, but had entered the clinical supervision stage.	It can be concluded that the implementation of educational supervision at SDN 11 Palangka Raya has gone well. The principal has prepared an optimal work program to improve the quality of the implementation of learning activities, especially through academic supervision that focuses on teacher preparation and learning tools. However, in the implementation process, the principal faced obstacles, especially in providing guidance to teachers, so that the academic supervision process provided was not only limited to coaching, but had entered the clinical supervision stage.
13.	The Influence of Principal Academic Supervision and Work Environment on the Performance of Elementary School Teachers at Air	This study aims to determine the effect of the principal's academic supervision and work environment on teacher performance at Jalur 8 State Elementary School, Air Salek District, Banyuasin Regency.	This study uses a quantitative approach with a correlational research type. The population of the study was 30 teachers from four Public Elementary Schools in Jalur 8, Air Salek District. The data collection technique	The coefficient of determination shows that 36.8% of teacher performance can be explained by the principal's academic supervision and work environment, while the rest is influenced by other factors not analyzed in this study.	Principal's academic supervision and work environment individually and collectively have a positive and significant influence on teacher performance. Improving the quality of academic supervision and creating a conducive work environment can improve teacher performance at Elementary School Jalur 8, Air Salek District.

	Salek (Pujianto et al., 2020)		used a questionnaire, and the data were analyzed using correlation and multiple regression analysis techniques.		
14.	Basic Concepts of Educational Supervision (Addini et al., 2022)	The purpose of this study is to examine and describe the basic concepts of educational supervision.	The research method used is a qualitative approach with data collection techniques in the form of documentation and literature studies.	The results of the study show that educational supervision is a process of assistance and support given to teachers to develop knowledge, skills, creativity, and motivation in teaching.	It can be concluded that educational supervision is a planned assistance effort to improve and foster activities, creativity, and performance in the educational process. Through supervision, supporting and inhibiting factors in the teaching and learning process are analyzed and overcome so that education runs according to plan.
15	The Influence of Principal Academic Supervision, Work Motivation and Work Discipline on the Quality of Elementary Schools (Jumali et al., 2023)	Aims to determine the influence of the principal's academic supervision, work motivation, and work discipline on the quality of elementary schools in Karangawen District, Demak Regency.	This study uses a quantitative approach with a correlational design, where data is collected through questionnaires and analyzed using simple and multiple linear regression.	The results of the study showed that the principal's academic supervision, work motivation, and teacher work discipline have a positive and significant influence on the quality of elementary schools, with the largest contribution coming from academic supervision (64.7%) and work discipline (64.1%). Together, the three variables have a significant influence on the quality of elementary schools with a contribution of 72.4%.	In conclusion, improving the quality of academic supervision, work motivation, and work discipline can significantly improve the quality of elementary schools in the region.

This article has the advantage of a comprehensive discussion of the concept of Islamic educational supervision and the integration of theory and practice that are relevant to the context of education in Indonesia. This article is also easily accessible because it is open access. However, its weakness lies in the use of a literature study method without empirical data, so it is less in-depth in highlighting supervision practices in the field. In addition, the lack of discussion of practical challenges and the role of technology in supervision is a deficiency that needs to be considered (Toha et al., 2022). This article has the advantages of a systematic qualitative approach, the use of various supervision techniques such as observation, workshops, and class visits, and the scope of supervision that includes academic and non-academic aspects. This study provides a real picture of the implementation of supervision in elementary schools. However, its weaknesses lie in the lack of discussion of practical challenges in the field and minimal attention to the use of technology in supervision, which is actually important in today's digital era (Ganeswara & Karmila, 2021).

Discussing the implementation of supervision models in quality assurance efforts in educational institutions. However, specific information regarding the advantages and disadvantages of this article is not found in the available sources. To obtain a more in-depth analysis of the advantages and disadvantages of the article, it is recommended to directly access the publication through relevant academic journals or repositories (Muhammad Syukron et al., 2023). Comprehensive use of qualitative methods and able to identify that supervision in the school is still dominant in the administrative aspect, while the pedagogical aspect needs to be improved. This study also provides practical recommendations, such as training for supervisors and improving communication between teachers and supervisors. However, its weakness lies in the focus which is still limited to administrative supervision and the lack of in-depth discussion of the challenges in implementing supervision in the field (Novari et al., 2023).

This article makes a significant contribution to understanding the importance of educational supervision in improving the quality and reputation of education, although there are several limitations that need to be considered for further research (Aprilianti et al., 2023). Emphasizing the importance of collaborative and supportive educational supervision. This study highlights that the principal's capacity to provide direction, guidance, and support to teachers is directly related to improving the quality of education. The approach used is a literature study, which allows for in-depth analysis of various related sources. However, the weakness of this study is the limitation in the use of empirical data, because it only relies on literature studies without primary data collection. This can limit contextual and applicable understanding of the implementation of educational supervision in the field (Cahayati & Rizqa, 2024).

The advantages of this study are in showing that educational supervision carried out by the principal can significantly improve teacher performance. This study uses a quantitative approach with an experimental design, which allows for an objective assessment of the influence of supervision on teacher performance. However, the weakness of this study is the limitation in discussing external factors that may affect teacher performance, such as students' socio-economic conditions or support from parents. In addition, this study does not discuss in depth the challenges faced in implementing educational supervision in the field. These limitations can affect a more comprehensive understanding of the effectiveness of educational supervision in real contexts (Fitra Amalia Harahap et al., 2023).

Highlights the importance of educational supervision in the recovery process and improving the quality of learning after the pandemic. The strength of this study lies in the emphasis on the adaptation of supervision methods that are responsive to changing situations, as well as providing psychosocial support to teachers and students. However, the weakness is the limited use of empirical data, because this study relies more on literature studies, which can reduce the depth of analysis of the challenges and dynamics of supervision implementation in the field (Putri Nur Aisyah et al., 2024). The advantage is that it shows that academic supervision carried out by the principal can significantly improve teacher performance. This study uses a qualitative approach with an experimental design, which allows for an objective assessment of the influence of supervision on teacher performance. However, the weakness of this study is the limitation in discussing external factors that may affect teacher performance, such as students' socio-economic conditions or parental support. In addition, this study does not discuss in depth the challenges faced in implementing educational supervision in the field. These limitations can affect a more comprehensive understanding of the effectiveness of educational supervision in real contexts (Badriyah, 2022).

Educational supervision plays an important role in improving the quality of learning evaluation. This study shows that even though the school does not have internet access, supervision is still carried out by involving seven teachers and 93 students. As a result, the learning evaluation shows a significant increase, reflecting the effectiveness of supervision in this context. However, this study does not discuss in depth the challenges faced in implementing educational supervision in the field, such as limited resources or organizational cultural barriers. In addition, this study does not discuss in depth the role of technology in educational supervision. These limitations can affect a more comprehensive understanding of the effectiveness of educational supervision in real contexts (Enilawati et al., 2022).

The principal's leadership in implementing the Independent Curriculum has several advantages, such as the application of a democratic leadership style, a comprehensive

role in school management, support for learning innovation, and a commitment to improving teacher competence. However, there are still weaknesses, namely limited teacher competence, suboptimal implementation of the curriculum, less than optimal use of technology, and low teacher independence in innovation, which makes the implementation of the Independent Curriculum not yet fully effective (Hidayat et al., 2023). The principal carries out academic supervision with a focus on teacher preparation and learning tools. However, there are obstacles in providing guidance to teachers, so that the academic supervision process carried out is not only limited to guidance, but has entered the clinical supervision stage. This indicates the need to improve the quality and effectiveness of educational supervision at the school (Berliani et al., 2023).

This study has advantages such as the use of objective quantitative methods, simultaneous analysis of the influence of academic supervision and work environment, and practical relevance to improve teacher performance. The focus on local samples also makes the results appropriate to the research context. However, this study has disadvantages, such as small sample size, location limitations, and the existence of other factors that influence teacher performance but are not studied. In addition, the use of questionnaires as the only data collection technique has the potential to cause bias (Pujianto et al., 2020). This study has advantages such as the use of a clear quantitative approach, in-depth regression analysis, and valid and reliable instruments, so that the results are reliable. This study also provides relevant practical recommendations for improving school quality through academic supervision, work motivation, and work discipline. However, there are several shortcomings, such as limitations in generalizing the results because it was only conducted in one area, a small sample size, and potential bias in data collection using questionnaires. In addition, this study did not consider other variables that could also affect school quality, such as curriculum and parental support (Jumali et al., 2023).

Educational supervision is a planned assistance process to improve and foster activities, creativity, and performance in the educational process. Its main purpose is to improve the quality of learning through providing assistance to teachers, staff, and principals. The principles applied in educational supervision include scientific, democratic, cooperative, constructive, creative, mutual need, practical, systematic, objective, realistic, professional, anticipatory, and cooperative principles. These principles support educational supervision to achieve its true purpose. Thus, educational supervision plays an important role in improving the quality of education through coaching and developing the professionalism of educators (Addini et al., 2022).

D. Conclusion

The conclusion of all the studies that have been discussed shows that educational supervision has a very important role in improving the quality of learning and teacher performance at various levels of education. Several studies highlight that effective supervision can improve the professionalism of educators, provide the necessary guidance, and help in planning, implementing, and evaluating learning better. Supervision also functions as a tool to improve the quality of education, both from academic and non-academic aspects. However, there are several challenges faced in the implementation of educational supervision, including the lack of use of technology, limited professionalism of educators, and a focus that is still dominant on administrative aspects compared to pedagogical aspects. Many studies also note limitations in the collection of empirical data and the use of field data, which can narrow the understanding and application of supervision in real contexts. Several studies suggest the need to increase the capacity of school principals, the use of technology in supervision, and more attention to practical challenges faced in the field, so that educational supervision can be more effective and support continuous improvement in the quality of education.

E. Acknowledgement

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