



Strategic Leadership Models for Enhancing Supervisory Performance: A Phenomenological Inquiry at School Y Palembang, Indonesia

Sri Yusrini¹, Endi Rekarti², Said Ridho Abdillah³, Bendaoud Nadif⁴, Muji Gunarto⁵

¹Graduate School of Business, Universiti Sains Malaysia Jalan Universiti, 11700 Gelugor, Pulau Pinang, Malaysia, sriyusriani_syspsp@student.usm.my

²Universitas Terbuka, Master Management Postgraduate School, 15437 South Tangerang, Banten, Indonesia

³Universitas Terbuka, Master Management Postgraduate School, 15437 South Tangerang, Banten, Indonesia

⁴Professor, ESEF, Sultan Moulay Slimane University, Beni Mellal, Morocco

⁵Department of Economics, Faculty of Economics, Universitas Sriwijaya, Palembang 30139, South Sumatra, Indonesia

Corresponding Author: sriyusriani_syspsp@student.usm.my¹

Abstract: This study examines how strategic leadership orientations and managerial decisions shape the performance of supervisory personnel in Islamic Senior High Schools in Palembang, Indonesia. Employing an Interpretative Phenomenological Analysis (IPA) approach (Smith et al., 2009) and grounded in qualitative inquiry principles (Creswell & Creswell, 2017), the research uncovers how supervisors interpret leadership expectations, negotiate structural constraints, and enact their roles in everyday practice. Data were generated through semi-structured interviews, field observations, and document review involving supervisory stakeholders at School Y. Findings reveal four key dynamics: (1) supervision planning is consistently initiated through early-year coordination, yet implementation fluctuates due to prioritization shifts and operational overload; (2) coaching occurs through school visitations and mentoring, but remains primarily administrative rather than pedagogical; (3) structural limitations, including inadequate competency-based recruitment, aging workforce profiles, and uneven professional development access, weaken supervisory agility; and (4) supervisors actively engage in adaptive meaning-making, self-learning, and informal peer collaboration to compensate for systemic constraints. The study concludes that effective supervisory development requires strengthened regulatory governance, sustained curriculum-based competency training, and strategic specialization of supervisory roles. Enhancing these mechanisms will enable supervisors to transition from compliance enforcers to instructional leaders capable of driving meaningful school improvement. The results contribute theoretically to supervisory governance within Islamic education and offer practical reform pathways for leadership-based supervision enhancement in Indonesian secondary schools.

Keywords: Strategic Leadership, Supervisor Development, IPA Qualitative Approach, Islamic Education Governance, Palembang Indonesia.

INTRODUCTION

Within contemporary educational reform discourse, supervisors represent critical actors in quality assurance, instructional development, instructional governance, and policy translation within educational ecosystems. They are not merely evaluators but *learning architects* whose guidance, managerial oversight, and capacity-building function as the backbone of school improvement cycles (Rodríguez et al., 2023; Carter & Greer, 2013). The effectiveness of supervision strongly influences teacher performance, curriculum continuity, compliance with regulatory standards, and organizational learning culture, components that directly correlate with educational outcomes and institutional competitiveness (Abidin et al., 2024; Arif Musthofa & Ali, 2021).

However, empirical observations in Indonesian Islamic secondary institutions reveal inconsistent supervisory performance, characterized by *irregular school visits, limited coaching innovation, poor documentation systems, and inadequate implementation follow-through* (Connolly et al., 2019). This signals that while supervisory structures exist, they remain functionally underutilized in driving academic transformation. The problem becomes more pressing considering that educational quality improvement cannot rely solely on teachers, but requires strong leadership synergy between supervisors, principals, and district-level decision-makers (Chaeroni et al., 2023; Dariyanto & Wulandari, 2020). Without competent supervisors, school development tends to stagnate, reforms become ceremonial, and innovation remains non-operational.

The leadership of district-level education authorities therefore emerges as a decisive leverage point. Their strategic orientation shapes supervision policy, regulates workflow, allocates training resources, influences decision-making transparency, and drives how far supervision can innovate beyond administrative compliance (Helmi et al., 2024; Kubitskyi et al., 2022). Yet, evidence from Palembang indicates persistent constraints, including a limited number of trained supervisors, imbalanced workload distribution, uneven access to professional development, and weak structural linkages between policy units and supervisory working groups (Julhadi & Ritonga, 2023; El Widdah, 2022). This disconnect results in fragmented monitoring, minimal feedback culture, and reduced curriculum responsiveness, especially as global educational systems continue to shift toward competency-based approaches, digital integration, and agile instructional leadership (Yusriani et al., 2025; Rekarti et al., 2025).

This study is important. Despite extensive literature on instructional leadership, strategic HR governance, or teacher performance, empirical studies focusing specifically on supervisory leadership patterns in Islamic Senior High Schools remain limited and localized, especially within the context of Palembang. Many previous studies highlight supervision quality but rarely examine how leadership strategy at the managerial level structurally shapes supervisory behavior, competency development, or change implementation. This creates a research gap where supervision is often viewed as technical evaluation instead of a strategic leadership mechanism (Kenny et al., 2019; Miceli, 2004).

Furthermore, the increasing complexity of the educational environment, digitalization, curriculum reform, stakeholder accountability, and performance transparency, requires supervisors who are adaptive, data-literate, empathetic, and capable of leading instructional transformation rather than only regulating compliance (Nadif, 2025; Welch, 2013). Therefore, studying School Y Palembang presents a valuable opportunity to uncover how leadership culture cascades into supervisory behavior, and how strengthening supervisory strategy may elevate institutional resilience, performance consistency, and educational sustainability.

Thus, this research becomes academically relevant, practically urgent, and strategically impactful in offering evidence-based insight for supervisory reform, strengthening leadership

governance, and supporting broader education transformation across Indonesian Islamic schools.

Although studies regarding educational leadership and supervisory roles continue to expand, the existing literature primarily focuses on teacher performance, principal leadership, or curriculum implementation, rather than observing supervisory practices as a strategic leadership mechanism within Islamic secondary institutions. Prior research has highlighted performance inconsistencies in supervisory implementation (Connolly et al., 2019), the need for human capital strengthening (Abidin et al., 2024; Chaeroni et al., 2023), and leadership influence on school performance (Carter & Greer, 2013). However, empirical analyses linking leadership strategy with supervisory operational behavior, specifically contextualized at the district-level in Palembang, remain scarce.

Furthermore, existing studies often evaluate supervision through technical indicators, such as documentation completion, administrative reporting, or compliance with standards (IAPI, 2013; ICW, 2023). Only a few attempt to investigate how leadership orientation, policy alignment, professional development access, and role identity construction shape supervisory efficacy (Julhadi & Ritonga, 2023; Kubitskyi et al., 2022). Even more limited are inquiries that explore how supervisors perceive, negotiate, and internalize leadership expectations within structural pressures, which aligns directly with the interpretative phenomenological perspective employed in this study.

Most notably, Islamic Senior High Schools in Palembang are undergoing reforms involving digitalized monitoring, cooperative learning ecosystems, and cross-functional collaboration (Rekarti et al., 2025; Hermawan et al., 2025). Yet, no existing research maps supervisory challenges and transformative readiness within this evolving governance environment, despite supervision being a decisive factor shaping competency growth, policy translation, and innovation diffusion.

Therefore, this study addresses several key gaps:

Identified Gap	What Previous Studies Did	What This Study Addresses
Supervisory leadership rarely discussed as strategic mechanism	Leadership = principal/teacher focus	Supervisory leadership as structural driver
Lack of focus on Palembang Islamic secondary context	Mostly Jambi/Java-centric	School Y Palembang as focal site
Minimal phenomenological exploration	Prior studies descriptive-normative	IPA reveals lived meaning + internal processes
Supervisory reform rarely linked to digital transition	Few connect HR agility & EdTech	This study analyses adaptability + readiness

By positioning supervision not merely as evaluative but as a leadership architecture, this research contributes theoretically to educational governance discourse and practically to supervisory reform frameworks.

Grounded in the identified empirical and theoretical gaps, this study is guided by two core questions:

RQ1. *How do district-level leadership strategies shape supervisory roles, practices, and decision-making among Islamic Senior High School supervisors at School Y Palembang?*

RQ2. *What structural, cultural, and capacity-based constraints influence supervisory effectiveness, and how do supervisors interpret and respond to these challenges within their lived experience?*

METHOD

This research employs Interpretative Phenomenological Analysis (IPA), guided by Smith et al. (2009) and supported by Creswell & Creswell (2017) to explore how supervisors construct meaning in their professional roles. IPA is chosen because it allows deep engagement with perception, identity, and lived supervisory experiences without experimental manipulation.

Sampling and Participants

A purposive sampling strategy was used to recruit respondents with direct supervisory experience. Participants include active supervisors and leadership personnel within the School Y ecosystem to ensure experiential depth and contextual authenticity.

Data Collection Techniques

Data were gathered through three primary qualitative procedures:

1. Semi-structured interviews → probing supervisory mindset, leadership interactions, role adaptation.
2. Field observations → capturing authentic supervisory practices during real operational settings.
3. Document analysis → reviewing supervision logs, work programs, policy papers, and reports.

Data Analysis Procedures

Analysis followed the iterative IPA coding cycle:

Phase Analytical Operation

- 1 Familiarization: Immersive reading & initial highlighting
- 2 Exploratory coding & meaning extraction
- 3 Developing emergent and master themes
- 4 Interpretive layering using theoretical lenses
- 5 Cross-participant synthesis for pattern consolidation

Reflexive memoing and triangulation were applied to minimize researcher bias and enhance interpretive credibility.

School Y Palembang was selected as the research locus due to its hybrid academic environment, combining Islamic supervisory traditions with emerging curriculum reforms and digital assessment mechanisms. The site's complexity provides fertile ground for analyzing how leadership culture intersects with supervisory expectations, operational performance, and organizational pressures. This contextual richness strengthens the methodological credibility and transferability of findings.

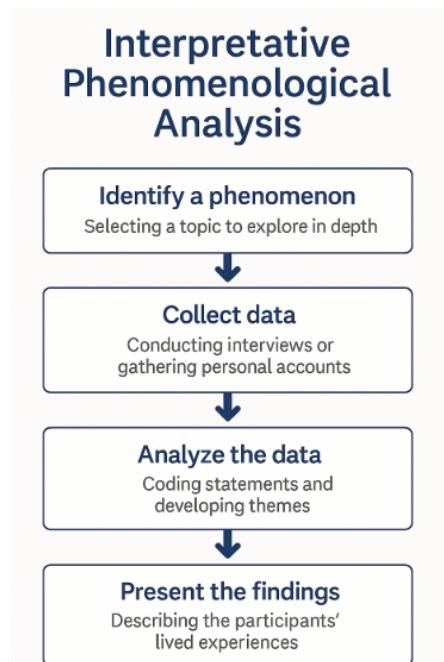


Figure 1. Research Method Flow Based on IPA Stages (Smith et al., 2009; Creswell & Creswell, 2018), Analyzed and Adapted from Authors, 2025.

RESULTS AND DISCUSSION

Results

Findings emerged through a multi-stage interpretative analysis, resulting in four master themes that reflect how supervisors experience, negotiate, and enact their roles within School Y Palembang. Each theme is discussed alongside relevant literature and theoretical frameworks to establish analytical depth.

Theme 1, Leadership as Direction-Setter: Coordination Begins, Consistency Varies

Supervisors reported that performance planning typically begins with coordination meetings at the start of the academic year, where expectations, evaluation schedules, and monitoring priorities are initially aligned. However, implementation across the year was reported to vary in rhythm and intensity due to scheduling conflicts, administrative overload, and fluctuating leadership directives.

"Planning is always there, usually every early academic cycle. But consistency? It depends on how leadership prioritizes us that year.", Participant 2

This reflects Carter & Greer's (2013) argument that strategic leadership is not only about planning but sustained execution. When strategic alignment weakens mid-cycle, supervision becomes reactive rather than developmental (Connolly et al., 2019). Thus, planning exists structurally but lacks operational continuity, echoing the national challenge of under-optimized supervisory governance.

Theme 2, Supervisory Coaching Occurs, Yet Depth Is Limited

Supervisors described conducting regular school visits and mentoring sessions, yet many acknowledged that guidance tends to focus more on administrative compliance than instructional transformation.

"We coach teachers, but mostly to check documents or reports. Rarely deeper into pedagogy or innovation.", Participant 5

This indicates a *surface-level coaching culture*, where documentation outweighs pedagogical guidance, similar to patterns identified by Abidin et al. (2024) and Chaeroni et al.

(2023). The phenomenon supports the theoretical claim that supervisory work is often present but functionally narrowed, reflecting structural priorities rather than developmental needs.

Theme 3, Structural Barriers Restrict Supervisory Agility

Participants highlighted systemic challenges such as limited training, aging workforce profiles, workload congestion, and fragmented coordination between leadership and supervisory working groups.

"We have heavy coverage but limited renewal of skills. Many of us are nearing retirement, and training isn't routine." , Participant 1

These barriers align with governance critiques in Indonesian Islamic education stating that supervision is technically mandated but resourced inadequately (Julhadi & Ritonga, 2023; Kubitskyi et al., 2022). Limited leadership support and weak policy execution reduce supervisory effectiveness, reaffirming the necessity of strategic leadership reinforcement at the district level.

Theme 4, Supervisors Construct Meaning Through Adaptation, Negotiation, and Identity Work

Despite systemic constraints, supervisors interpreted their roles with a sense of *meaningful responsibility*, engaging in adaptive strategies, such as self-learning, informal peer collaboration, and situational prioritization, to maintain school performance.

"We adapt, we learn, sometimes we mentor each other. If resources are short, we find ways." , Participant 4

Phenomenologically, this reflects Smith et al. (2009), supervisors are not passive executors but meaning-makers navigating tensions, expectations, and structural limits. They construct professional identity through reflective action, demonstrating agency even within restrictive systems.

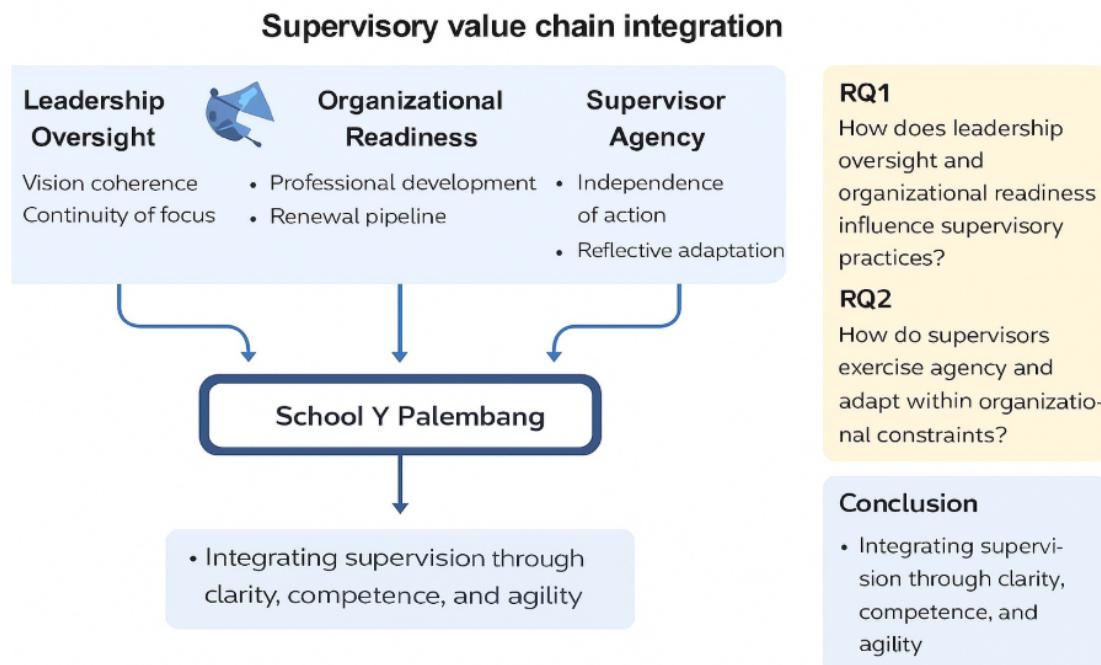


Figure 2. Analysed from Authors (2025)

Discussion

Collectively, the four themes reveal a supervisory ecosystem where leadership direction exists, but sustainability, depth, and structural support vary across implementation. This reinforces the theoretical position that supervision must be understood as:

A leadership execution system, not merely inspection.

A developmental process requiring capacity investment.

A lived experience negotiated through personal adaptation.

School Y Palembang therefore represents a micro-portrait of national supervisory realities, offering empirical insight for reform models in Islamic secondary institutions.

The findings demonstrate that supervisory practices at School Y Palembang are shaped by intersecting forces of leadership direction, structural readiness, competency distribution, and supervisors' personal meaning-making processes. This positions supervision as more than administrative oversight, it is a *strategic leadership mechanism* mediated through context, policy, and human capability.

First, the presence of planning but inconsistency in execution indicates a leadership rhythm that initiates supervision structurally but struggles to sustain alignment through the academic cycle. This is consistent with Carter & Greer's (2013) view that strategic leadership success requires continuity, not merely policy initiation. The fragmented implementation observed mirrors organizational coordination gaps often found where authority exists, but *team alignment and collaborative work systems are weak*, a pattern also reflected in organisational studies showing performance relies not only on leadership but teamwork synchronization and role clarity (Abdillah et al., 2024).

Second, coaching practices are conducted, yet remain predominantly procedural rather than pedagogical. Supervisors often focus on document review rather than instructional innovation, limiting their function as catalysts of teaching improvement. This echoes Connolly et al. (2019) and Chaeroni et al. (2023), who found similar compliance-driven supervisory models. An additional layer of insight emerges when juxtaposed with cross-organizational talent deployment findings, suggesting that human resource competence and flexibility greatly influence ability to lead instructional change (Azzam & Yusriani, 2025). When supervisors lack structured upskilling or are placed based on tenure rather than capability, transformation capacity decreases.

Third, structural barriers, limited training, aging workforce, workload imbalance, weaken supervisory agility. Without routine training pipelines or renewal of human resources, supervisors depend heavily on personal initiative rather than system support. This aligns with El Widdah (2022) and Julhadi & Ritonga (2023), but it also connects to emerging ecosystem literature showing that organizational outcomes improve when professional networks, collaboration, improve self-efficacy, and adaptive leadership ecosystems are intentionally developed (Hermawan et al., 2025; Yusriani et al., 2025). Supervisory systems therefore require internal restructuring to support agility, not only function.

Finally, the IPA lens shows supervisors as *meaning-makers*, not passive executors. They develop identity, negotiate constraints, and innovate through personal adaptation. This reinforces Smith et al. (2009), supervisory practice is a lived, interpreted experience shaped by reflection and role meaning.

Practical Implications

1. Build *supervisor collaboration ecosystems* and teamwork culture to support collective problem-solving, reflecting the performance synergy model highlighted by Abdillah et al. (2024).
2. Shift HR allocation towards competence-based placement and cross-skill deployment, aligning with managerial talent deployment insights by Azzam & Yusriani (2025).

Policy Implications

1. Introduce a district-wide *leadership development pipeline*, ensuring succession planning and training renewal, grounding educational reform in agile and ecosystem-driven leadership models from Hermawan et al. (2025).

Theoretical Implications

1. Adds a collaborative-performance view of supervision, linking team coordination (Abdillah et al., 2024), HR competence (Azzam & Yusriani, 2025), and leadership ecosystems (Hermawan et al., 2025; Rekarti et al., 2025) into one supervisory governance theory frame.

Limitations

1. The study focuses on a single institutional locus (School Y Palembang), transferability is strong contextually but requires wider sampling.
2. Participants were frontline supervisors and leadership actors, teacher/stakeholder triangulation may enrich perspectives.
3. Time-bound data collection may not fully capture long-term shifts in supervisory consistency.

These limitations open avenues for broader, comparative, and longitudinal investigation. Future studies can explore:

Focus	Collaboration Possible With	Linked Evidence
Team-based supervisory reform	HR & organizational behavior researchers	Abdillah et al. (2024)
Competency-based supervisor placement	HR development + leadership labs	(Azzam & Yusriani (2025); Nadif, 2025)
Ecosystemic leadership intervention trials	EdTech, collaboration international partners	Hermawan et al. (2025)

To expand this agenda, future studies may explore:

- Cross-Province Comparative Studies

Compare supervisory leadership models in Palembang, Jambi, and other provinces to build national supervisory reform frameworks.

- Mixed-Method Performance Analytics

Integrate IPA + performance data (teacher outcomes, digital dashboard results) to map supervisory impact more quantitatively.

- Leadership Development Intervention Research

Design collaborative research involving:

Area	Possible Research Form	Multi-Discipline Integration
Management	Leadership training model testing	HR development + governance
Education	Supervision competency framework	Curriculum + pedagogical coaching
Strategic Leadership	Digital supervision toolkit	Innovation ecosystems + decision science

- International Collaboration

Expansion with Malaysia, Vietnam, Pakistan, Thailand, Denmark, or Morocco to examine *supervisory culture × leadership identity* across systems.

This fosters a research consortium linking *management, education, and strategic leadership* as a unified academic frontier.

CONCLUSION

This study concludes that supervisory performance in Islamic Senior High School settings, particularly at School Y Palembang, is shaped by the intersection of strategic leadership orientation, structural system readiness, and the lived experiential interpretation of supervisors themselves. While supervisory planning is initiated annually with clear agenda setting, implementation throughout the academic cycle remains inconsistent, indicating that strategy without operational continuity yields limited developmental impact. Supervisory coaching is present, yet primarily administrative, revealing a missed opportunity for supervisors to function as instructional leaders rather than procedural inspectors.

Structural barriers, limited competency-based recruitment, aging supervisory demographics, uneven professional development access, and resource fragmentation, further constrain supervisory agility. Despite this, supervisors demonstrate resilience by adapting, self-learning, and reconstructing identity through meaning-making, consistent with IPA principles. Their agency illustrates that supervision is not simply a governance mechanism but a lived leadership expression that negotiates pressure, responsibility, and transformation capacity.

Theoretically, this research advances the understanding of supervision as a strategic governance ecosystem, linking leadership power, human resource capability, and phenomenological experience as equal determinants of supervisory effectiveness. Practically, the findings emphasize the urgency of competency-driven training pipelines, leadership-supported collaboration networks, digitalized monitoring systems, and structured development pathways for supervisors. Strengthening these pillars will move supervision beyond compliance toward capacity building, reflective improvement, and innovation-supportive guidance.

In essence, improving supervisory quality requires more than directives, it demands systemic leadership reform, adaptive HR policies, and a continuous investment in supervisor identity, competence, and ecosystem support. With these measures, supervisors can evolve from regulation enforcers into transformational catalysts of educational excellence within Indonesia's madrasah landscape and beyond.

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