



## The Management of Facilities and Infrastructure in the Development of Islamic Boarding Schools in Jambi Province

Muhamad Toyib<sup>1</sup>, Muntholib<sup>2</sup>, Edi Kusnadi<sup>3</sup>

<sup>1,2-3</sup> Universitas Islam Negeri Sulthan Thaha Saifuddin Jambi, Indonesia

Address: Jl. Jambi - Muara Bulian No.KM. 16, Simpang Sungai Duren, Kec. Jambi Luar Kota, Kabupaten Muaro Jambi, Jambi 36361

### Abstract

*This research is motivated by the condition of Islamic boarding schools in Jambi province in terms of infrastructure management. The research objective is to determine the infrastructure management system in developing Islamic boarding schools in Jambi Province. The research method uses a qualitative approach. The sample in this study; Nurul Jalal Islamic boarding school, Tebo Regency City, Zulhijjah Islamic boarding school, Batang Hari Regency, Nurul Iman Islamic boarding school, Jambi City and as a research informant for Islamic boarding school leaders, madrasa leaders and staff who handle infrastructure management. Data collection technique using snowball sampling. Sampling technique using the method : interviews, documentation, observation. To test the validity of the data by using data triangulation. The research results are as follows; first, management of facilities and infrastructure in the development of Islamic boarding schools in Jambi Province, the Islamic boarding schools as samples in this research are as follows; carry out planning, carry out implementation and organization, then carry out the process of procurement and inventory of facilities and infrastructure as well as the final stage of monitoring and evaluating the condition of infrastructure in an effort to develop Islamic boarding schools. All activities are oriented towards achieving goals, clarity and responsibility, administration, efficiency and consistency in the use of facilities and infrastructure. Second, the inhibiting factors in the process of managing facilities and infrastructure to develop Islamic boarding schools in Jambi province include; human resources, educational funds as well as the location and geography of Islamic boarding schools, while the supporting factors in managing facilities and infrastructure in developing Islamic boarding schools in Jambi Province come from the culture of Islamic boarding schools and the principles possessed by Kiai as leaders of Islamic boarding schools. Third, the efforts made by Islamic boarding schools in managing facilities and infrastructure in developing Islamic boarding schools in Jambi Province include; maximizing the allocation of the use of education financing funds for facilities and infrastructure, increasing human resources through training, collaborating with other institutions, collaborating with the private sector, collaborating with the government and the community. Fourth, a suitable management model for facilities and infrastructure in developing Islamic boarding schools in Jambi Province, the results of findings in the field show a model that is more suitable for developing Islamic boarding schools. The facilities and infrastructure management model is carried out using a strategic management model and at the beginning of activities uses the active management concept. This activity is influenced by the type and style of Islamic boarding school leadership. Apart from that, Islamic boarding school leaders view facilities and infrastructure as resources in the form of sources of strength in achieving a goal and as resources related to humans, finances and materials.*

**Key words:** Management, infrastructure, development, Islamic boarding school

### INTRODUCTION

Management has a very important role in both formal and non-formal education, because educational organizations or society will be successful if they have the ability to apply good management principles. Therefore, management becomes an important element in the world of education. Likewise, facilities and infrastructure also require good management so that their existence can be optimally useful for the purposes of the education and teaching process. Likewise at Islamic boarding school educational institutions. Islamic boarding schools as

educational institutions and community institutions also require professional management to achieve goals, especially in the field of facilities and infrastructure.

Based on the results of descriptive and comparative analysis, it shows that the madrasa sector as a whole is not equipped with physical infrastructure and basic learning resources and that private madrasas have a much lower level of infrastructure than state madrasas. However, the results of the multivariate analysis do not conclusively show that infrastructure contributes directly to student learning outcomes. Based on qualitative analysis, it was found that promising learning practices are related to teacher professional development, literacy initiatives and adapted teaching and learning. This is supported by Nurmayuli, that The findings indicated that maintaining infrastructure quality and quantity is a goal of the invention focus. Activities involving inventory are fundamentally a continuous process. Additionally, the inventory of educational institutions provides data on the number, quality, wealth, planning, acquisition, and removal of facilities and infrastructure, as well as data on accountability data. Activities related to inventory include tracking purchases and creating reports . The role of the school principal can also be seen from the research results of Sumiran et al. The results of this study illustrate that the principal's role in school culture to improve school quality consists of role sets, attitudes and actions, personality characteristics, and control.

Referring to the Minister of National Education Regulation above, the results of the first grand tour, of Jambi Province Islamic Boarding Schools, especially the Nurul Jalal Tebo Islamic Boarding School, are accredited for B-accredited MTs/SMP Institutions and B-accredited MA/SLTA level Educational Institutions, Zuhijjah Islamic Boarding School is located in Batanghari Regency, MTs level Educational Institutions /SMP has B accreditation while MA/SLTA level institutions have B accreditation, and for the Nurul Iman Islamic boarding school located in Jambi City, it consists of MTs/SMP educational institutions with A accreditation and for MA/SLTA educational institutions with B accreditation, both based on the number of facilities and infrastructure are still not available. in accordance with the standard base that has been determined, both in quality and quantity, as the data contains, this condition will certainly influence the learning process taking place at the Islamic boarding school. Third, it is known that there are shortcomings at the Nurul Jalal Tebo Islamic boarding school, namely computers that are less than optimal in number and use, limited dormitory capacity, and an inadequate library. Meanwhile, at the Zuhijjah Batanghari Islamic boarding school, the dormitory capacity is still limited, the number of teaching staff is minimal, and study space is also still limited. And finally, at the Nurul Iman Islamic boarding school in Jambi City, the

location is still close to the community, the mosque is still integrated with the community, and the dormitory capacity is still limited.

Based on the interim results of the field study of the three Islamic Boarding Schools in the Jambi region, there are still deficiencies in the field of learning facilities and infrastructure. So it is necessary to carry out in-depth evaluations, studies and considerations to support the process of learning and teaching activities at Islamic boarding schools in the Jambi Province region. Based on these problems, the author is interested in conducting further research on: "Management of Facilities and Infrastructure in the Development of Islamic Boarding Schools in Jambi Province"

## **METHOD**

This research approach includes a qualitative approach by design research that aims to reveal the problem being investigated with describes the current state of the subject and object of research based on facts as they appear or as they really are. This research describes the data received collects data obtained from the results of research regarding management of facilities and infrastructure at the Nurul Iman Islamic Boarding School, Jambi City, Zulhijjah Islamic Boarding School, Batang Hari Regency, Nurul Jalal Islamic Boarding School, Tebo Regency. with focus facilities and infrastructure management problems so as to obtain appropriate data with facts and in accordance with what exists in the field. Information obtained

presented in the form of written words based on the results of observations, interviews, and documentation. Data analysis uses data display, data reduction and drawing conclusions

## **RESULTS AND DISCUSSION**

### **1) Management of facilities and infrastructure in the development of Islamic boarding schools in Jambi Province**

where the institution carries out a collaborative process to effectively and efficiently utilize all educational facilities and infrastructure at the Islamic boarding school as a sample in this research as follows; carry out planning, carry out implementation and organization, then carry out the process of procurement and inventory of facilities and infrastructure as well as the final stage of monitoring and evaluating the condition of infrastructure in an effort to develop Islamic boarding schools. All activities are oriented

towards achieving goals, clarity and responsibility, administration, efficiency and consistency in the use of facilities and infrastructure.

There is an implementation process

management of facilities and infrastructure prepared by the Nurul Jalal Islamic Boarding School, Tebo Regency, Zulhijjah Islamic Boarding School, Batang Hari Regency, Nurul Iman Islamic Boarding School, Jambi City.

ready state for implementing online learning.

1. Planning is a process and determining needs to achieve goals

which has been specified. Successful planning at the , Nurul Jalal Islamic Boarding School, Tebo Regency, Zulhijjah Islamic Boarding School, Batang Hari Regency, Nurul Iman Islamic Boarding School Muara Bulian sub-district, Batang Hari district wants to set a goal so that facilities and infrastructure are met. Planning carried out at the Nurul Jalal Islamic Boarding School, Tebo Regency, Zulhijjah Islamic Boarding School, Batang Hari Regency, Nurul Iman Islamic Boarding School

means meeting together to hold learning together.

2. Procurement is a step to fulfill the needs for facilities and infrastructure for supports online learning and involves procurement processes Islamic boarding school administrators include the treasurer. Procurement is already there, however the distribution has not yet been distributed to students and ustad/ustazah.

3. The inventory carried out by the Nurul Jalal Islamic Boarding School, Tebo Regency, Zulhijjah Islamic Boarding School, Batang Hari Regency, Nurul Iman Islamic Boarding School is by recording of facilities and infrastructure originating from the planning process and procurement, records are made for the purpose of monitoring or control because the recording carried out is in the form of data on quantities and item condition.

4. Elimination of facilities and infrastructure at the Batang Hari zulhijjah Islamic boarding school, Nurul Iman, Jambi City. Done if the item is damaged and can no longer be used

## **2) inhibiting factors in the process of managing facilities and infrastructure to develop Islamic boarding schools in Jambi province**

The inhibiting factors in the process of managing facilities and infrastructure to develop Islamic boarding schools in Jambi province include; human resources, where the source of funds comes from the students or the parents of the students. Education funds are

very necessary in the development of Islamic boarding schools. as well as the location and geography of Islamic boarding schools, where the average Islamic boarding school is in an area in the middle of society, while the supporting factors in the management of facilities and infrastructure in developing Islamic boarding schools in Jambi Province come from the Islamic boarding school culture which is supistic in nature which instills the religious nature and principles of the Kiai as leaders. Islamic boarding schools, as is known, are community leaders.

**3) Efforts made by Islamic boarding schools in managing facilities and infrastructure in developing Islamic boarding schools in Jambi Province**

Efforts made by Islamic boarding schools in managing facilities and infrastructure in developing Islamic boarding schools in Jambi Province include; maximizing the allocation of the use of education financing funds for facilities and infrastructure, as found in the field, Islamic boarding schools maximize the use of funds according to needs. improving Human Resources through training, collaborating with other institutions, collaborating with the private sector, collaborating with the government and the community.

**4) An appropriate management model for facilities and infrastructure in developing Islamic boarding schools in Jambi Province**

Facilities and infrastructure management models that are suitable for developing Islamic boarding schools in Jambi Province, the results of findings in the field show that models are more suitable for developing Islamic boarding schools. The facilities and infrastructure management model is carried out using a strategic management model and at the beginning of activities uses the active management concept. This activity is influenced by the type and style of Islamic boarding school leadership applied in managing the Islamic boarding school. The results of the findings and analysis of the type applied at the Nurul Iman Islamic boarding school in Jambi City are more religio-paternalistic, while at the Nurul Jalal Islamic boarding school in Tebo Regency, apart from being religio-paternalistic, it also has a patriarchal-authoritarian attitude and the Zul Hjjah Islamic boarding school in Batang Hari Regency is apart from being patriarchal-authoritarian and applies charismatic-traditional-rational attitude. Apart from that, Islamic boarding school leaders view facilities and infrastructure as resources in the form of sources of strength in achieving a goal and as resources related to humans, finances and materials.

## **CONCLUSION**

Based on the findings and interpretation, analysis and discussion on the previous page, it can be concluded as follows:

1. Management of facilities and infrastructure in the development of Islamic boarding schools in Jambi Province, where institutions carry out a collaborative process to effectively and efficiently utilize all educational facilities and infrastructure in Islamic boarding schools as samples in this research as follows; carry out planning, carry out implementation and organization, then carry out the process of procurement and inventory of facilities and infrastructure as well as the final stage of monitoring and evaluating the condition of infrastructure in an effort to develop Islamic boarding schools. All activities are oriented towards achieving goals, clarity and responsibility, administration, efficiency and consistency in the use of facilities and infrastructure.
2. The inhibiting factors in the process of managing facilities and infrastructure to develop Islamic boarding schools in Jambi province include; human resources, educational funds as well as the location and geography of Islamic boarding schools, while the supporting factors in managing facilities and infrastructure in developing Islamic boarding schools in Jambi Province come from the culture of Islamic boarding schools and the principles possessed by Kiai as leaders of Islamic boarding schools.
3. Efforts made by Islamic boarding schools in managing facilities and infrastructure in developing Islamic boarding schools in Jambi Province include; maximizing the allocation of the use of education financing funds for facilities and infrastructure, increasing human resources through training, collaborating with other institutions, collaborating with the private sector, collaborating with the government and the community.
4. Facilities and infrastructure management model that is suitable for developing Islamic boarding schools in Jambi Province, results of findings in the field regarding models that are more suitable for developing Islamic boarding schools. The facilities and infrastructure management model is carried out using a strategic management model and at the beginning of activities uses the active management concept. This activity is influenced by the type and style of Islamic boarding school leadership. Apart from that, Islamic boarding school leaders view facilities and infrastructure as resources in the form of sources of strength in achieving a goal and as resources related to humans, finances and materials.

## REFERENCES

- Anonim. Undang-undang Republik Indonesia Nomor 20 tahun 2003 tentang Sistem Pendidikan Nasional, Bandung: Penerbit Citra Umbara, 2003.
- \_\_\_\_\_, *Peraturan Pemerintah No 31 Tahun 2020, Tentang Pendidikan Pesantren*. Jakarta Depag. RI
- \_\_\_\_\_, *Peraturan Pemerintah RI Nomor 19 tahun 2005 Tentang Standar Nasional Pendidikan (SNP)*, (Jakarta: Penerbit Cemerlang, 2005.
- \_\_\_\_\_, *Administrasi Pendidikan UPI, Manajemen Pendidikan*, Bandung: Alfabeta, 2014.
- \_\_\_\_\_, *Kumpulan UU dan Peraturan Pemerintah RI Tentang Pendidikan*, Jakarta: Direktorat Jenderal Pendidikan Islam, 2007.
- Ahmad Sopian, *Manajemen Sarana Dan Prasarana*, RAUDHAH Proud To Be Professionals Jurnal Tarbiyah Islamiyah Volume 4 Nomor 2 Edisi Desember 2019 P-ISSN : 2541-3686
- Al-Imam Bukhari dan Abu Hasan As-Sindy, *Shahihul Bukhari bi Haasyiati al-Imam as-Sindy*, Libanon: Dar al-Kotob al-Ilmiyah, 2008.
- Alfia Miftakhul Jannah dkk, *Kepemimpinan Dalam Pesantren*, J-CEKI : Jurnal Cendekia Ilmiah Vol.1, No.1, Desember 2021
- Ali Imron, *Proses Manajemen Tingkat Satuan Pendidikan*, Jakarta: Bumi Aksara, 2013.
- Anis Zohriah, dkk, *Ruang Lingkup Manajemen Pendidikan Islam*, Jurnal Dirosah Islamiyah Volume 5 Nomor 3 (2023) 704 - 713 P-ISSN 2656-839x E-ISSN 2716-4683 DOI: 10.17467/jdi.v5i3.4081
- Dani Hermawan, *Manajemen Sarana Dan Prasarana*, Lumajang-Jawa Timur, ISBN: 978-623-363-179-2, 2021
- Daryanto, *Administrasi Pendidikan*, Jakarta: PT Rineka Cipta, 2006.
- Dermawan, D. O. (2020). *Manajemen Fasilitas Pendidikan*. Jakarta: Edu Pustaka
- Donni Juni Priansa dan Rismi Somad, *Manajemen Supervise Dan Kepemimpinan Kepala Sekolah*, Bandung: Alfabeta, 2014.
- Eni Elfina, Giatman and Ernawati, *The Importance of Facilities and Infrastructure Management in School*. 2022 Enrichment: Journal of Management, 12 (2) (2022) 1971-1975. Published by: Instiute of Computer Science (IOCS)
- George. R. Terry, *Prinsip-Prinsip Manajemen*, alih bahasa J. Smith, Jakarta: Bumi Aksara, 2008.
- Gareth R. Jones., Jennifer M. George., *Essentials of Contemporary Management*, New York: McGraw-hill.
- Harsono, dkk. 2004. *Administrasi Perkantoran 1*. Jatinangor: Alqaprint Jatinangor
- Hasbullah, *Otonomi Pendidikan; Kebijakan Otonomi Daerah Dan Implikasinya Terhadap Penyelenggara Pendidikan*, Jakarta: Raja Grapindo Persada, 2006.
- Husaini Usman, *Manajemen Teori, Praktek Dan Riset Pendidikan*, Jakarta : Bumi Aksara, 2006.
- Ibrahim Bafadhal, *Manajemen Perlengkapan Sekolah*, Jakarta: PT Bumi Aksara, 2014.
- Iskandar, *Metodologi Penelitian Pendidikan Dan Sosial*, Jakarta: Gaung Persada Press, 2010.

- \_\_\_\_\_, *Metodologi Penelitian Pendidikan Dan Sosial*, Jakarta: Gaung Persada Press, 2008.
- Irjus Indrawan, *Pengantar Manajemen Sarana Dan Prasarana Sekolah*, Jogjakarta: Dee publish, 2015
- John W Creswell, *Educational Research: Planning, Conducting, And Evaluating Quantitative And Qualitative Research-4<sup>th</sup> ed*, Boston USA: Pearson Education, Inc., 2012.
- Lajnah Pentashihan Mushaf Al-Qur'an, *Mengenal Ayat-Ayat Sains: Hasil Kolaborasi Antara Para Ulama Dan Para Pakar Sains*, Jakarta: Widya Cahaya, 2014.
- Kamal Muhammad Isa, *Manajemen Pendidikan Islam*, terj. Chairul Halim (Jakarta: PT. Fikahali Anesha),
- Kasful Anwar, A A Musyaffa dan Ilyas, *The quality of education in Islamic boarding schools in the revolutionary era 4.0 in middle of Covid-19 (Study of Islamicboarding schools in Jambi City*. AIP Conference Proceedings 2805, 040001 (2023) <https://doi.org/10.1063/5.0168158>
- Kowaski, Theodore, J, *Panning And Managing School Facilities* (second edition), USA: Greenwood Publishing Group, Incc, 2002
- Kompri, *Manajemen Dan Kepemimpinan Pondok Pesantren*, Jakarta: Prenadamedia, 2018
- Muhammad Nasib Ar-Rifa'i, *Ringkasan Tafsir Ibnu Katsir Jilid 2*, Jakarta: Gema Insani, 2011.
- Mukhtar, *Metode Praktis Penelitian Deskriptif Kualitatif*, Jakarta: GP Press Group, 2013.
- Mulyasa, *Penelitian Tindakan Sekolah Meningkatkan Produktifitas Sekolah*, Bandung: Remaja Roasdakarya, 2010.
- \_\_\_\_\_, *Manajemen & Kepemimpinan Kepala Sekolah*, Jakarta: Bumi Aksara, 2011.
- \_\_\_\_\_, *Menjadi Kepala Sekolah Professional*, Bandung: PT Remaja Rosdakarya, 2007.
- Mustiningsih dkk, *Development of Planning and Organization Model of Community Participation in the Pesantren Based Junior High School*. Advances in Social Science, Education and Humanities Research, volume 382. 5th International Conference on Education and Technology (ICET 2019)
- Masduki Ahmad. *Management Of Facilities And Infrastructure In Schools*, 2021, Jurnal Akdemika Vol 10 no.1 P-ISSN; 2089-4341. E-ISSN 2655-9633
- Malayu S.P Hasibuan, *Dasar, Pengertian, Dan Masalah*, (Jakarta: Bumi Aksara, 2011),
- Muhammad Munadi dan A Umar , *Manajemen Madrasah*, Jakarta, Elex Media Komputindo 2022
- Muhammad Agus Kurniawan dan Khabibul Khoiri, *Perencanaan Pendidikan*, Agus Salim Press Metro Lampung. 2022
- Mukhar, Risnita, dan Muhammad Anggung M Prasetyo, 2020, *Pesantren Efektif, Model teori Intraktif, Kepemimpinan-komunikasi-Konflik Organissasi*, Deefpublish, Sleman Yokyakrta
- M. Quraish Shihab, *Tafsir Al-Mishbah*, Jakarta: Lentera Hati, 2002.
- Mega Surya Oktaviana dkk, *Pengembangan Manajemen Pendidikan Islam Di Pondok Pesantren Babus Salam Karawaci Kota Tangerang*. Tarbawi, Vol. 5 No. 1 Februari 2022 e-ISSN 2715-4777 p-ISSN 2088-5733 <https://stai-binamadani.e-journal.id/Tarbawi>

- Namira Izza Yufania, dkk, *INVENTARISASI DANPENGHAPUSAN SARANADANPRASARANA DI MADRASAH TSANAWIYAH NEGERI 1 SIDOARJO*, **Jurnal Administrasi Pendidikan Islam**. P-ISSN: 2776-2017E-ISSN:2776-2424. <https://jurnalftk.uinsby.ac.id/index.php/JAPI/article/view/1691/736>
- Northouse. (2018). *Leadership: Theory and practice*. Sage publications
- Nurcholish Madjid, *Bilik-bilik Pesantren*, {Jakarta : Paramadina, 1997),
- Nugroho, Riant. *Kebijakan Publik Formulasi, Implementasi dan Evaluasi*. (Jakarta: PT Elek Media Kompotindo, 2003
- Nurmayuli, *The Management of Facilities and Infrastructures in Educational Institution*, IDARAH (Jurnal Pendidikan dan Kependidikan) Vol. 6 No.1 (2022) pp. 87-102 pISSN: 2549-8193 eISSN: 2656-8012 DOI: <https://doi.org/10.47766/idarah.v6i1.92>
- Nur Hamiyah dan Moh. Jauhar, *Strategi Belajar-Mengajar di Kelas*, (Jakart: Prestasi Pustaka, 2014
- Nurotun Mumtahanah, *Pengembangan Sistem Pendidikan Pesantren Dalam Meningkatkan Profesionalisme Santri*, AL HIKMAH Jurnal Studi Keislaman, Volume 5, Nomor 1, Maret 2015
- Noeng Muhadjir, *Metodologi Penelitian Kualitatif*, Yogyakarta: Rake Sarasin, 2005
- Prastyawan, *Manajemen Sarana Dan Prasarana Pendidikan*, AL HIKMAH, vol 6, no 1, Maret 2016
- Qomar, M. (2016). *Dimensi Manajemen Pendidikan Islam*. Jakarta: Penerbit Erlangga
- Qurrotul Ainiyah, K. H. (2019). *Implementasi Manajemen Sarana dan Prasarana Pendidikan dalam Peningkatan Mutu Pembelajaran di SMAN Bareng Jombang*. Al-Idaroh, <https://jurnal.stituwjombang.ac.id/index.php/al-idaroh/article/view/93>
- Syahril, *Manajemen Sarana dan Prasarana Pendidikan*, (Padang: Sukabina Press, 2018)
- Sawamoto, A & Marshall, *Infrastructure, Learning Complements, and Student Learning: Working Together for a Brighter Future*. Public Disclosure Authorized. 2020,
- Suhadi Winoto, *Dasar-dasar Manajemen Pendidikan* (Yogyakarta: LKiS, 2020)
- Sugiyono, *Memahami Penelitian Kualitatif*, Bandung: Alfabeta, 2016
- Suryosubroto, *Manajemen Pendidikan Di Sekolah*, Jakarta: Rineka Cipta, 2004.
- Sutrisno dan Dewi Wulandari, *Multivariate Analysis of Variance (MANOVA) untuk Memperkaya Hasil Penelitian Pendidikan Aksioma* Vol. 9, No. 1, Juli 2018 e-ISSN 2579-7646
- Sondang P. Siagian, *Filsafat Administrasi* (Jakarta: CV. Mas Agung, 1980),
- Rice, Ronald E Atkin, Charles K, *Public Communication Campaigns Theoretical Principles And Practical Applications*. UC Santa Barbara Previously Published Works. 2009
- Tubagus Djaber Abeng Ellong, *Manajemen Sarana Dan Prasarana Di Lembaga Pendidikan Islam* JURNAL PENDIDIKAN ISLAM IQRA' Vol. 11. Nomor 1 Fakultas Tarbiyah dan Ilmu Keguruan [FTIK] IAIN Manado. <https://journal.iain-manado.ac.id/index.php/JII/article/view/574/477>
- Remiswal, dkk, *Model Kepemimpinan Di Pondok Pesantren*, PRODU: Prokurasi Edukasi Jurnal Manajemen Pendidikan Islam [P-ISSN: 2721-270X]Volume 2, Nomor 1, Desember 2020 [E-ISSN: 2721-3439

Yusri A. Boko, *Perencanaan Sarana Dan Prasarana (SARPRAS) Sekolah*, JUPEK: Jurnal Pendidikan dan Ekonomi. Vol.1, No.1, Juli 2020

**Zahraini,dkk**, Development of Traditional Management Model of Traditional Islamic Boarding School Education Based on Total Quality Management in Islamic Education (Tqm-Ie) in Aceh Province, Indonesia. **Journal of Positive School Psychology (JPSP)**ISSN: 2717-7564 (Online) Journal of Positive School Psychology <http://journalppw.com2022>, Vol. 6, No. 5, 7355–7377