Appendix 1. Valid indicator in English

Managerial Competence	
MC1	*School/madrasah principals plan well at all levels*
MC2	*School principals lead teachers and education personnel effectively*
MC3	*The management of teachers and education personnel is carried out well by the principal and empowers maximally*
MC4	*The principal creates a conducive and innovative work culture in the school/madrasah*
MC5	*The principal creates an innovative and innovative work climate*
MC6	*The principal evaluates and follows up the program/activity based on the recommendations of the evaluation results*
Teacher Empowerment	
TE1	*I was able to exist in a professional environment at school*
TE3	*I cooperate and collaborate with other teachers both at school and outside school*
TE6	*I have in-depth knowledge and understanding of the field of science that is my duty*
TE8	*I can determine my own strategies, teaching materials and materials*
TE9	*I believe that I have an impact on my school/madrasah*
TE10	*I believe that I can influence teachers as well as students*
TE11	*I was able to complete schoolwork well*
Academic Supervision	
AS1	*I had help from the principal and supervisor in creating the syllabus and lesson plan*
AS2	*I get suggestion and guidance in making teaching materials, media and evaluation tools*
AS3	I get guidance in delivering learning materials
AS4	*The principal/supervisor provides input on appropriate learning strategies and media*
AS5	*I get help in the form of guidance to evaluate student learning processes and outcomes*
AS6	*The principal/supervisor provides guidance on conducting question analysis of test items quality and learning evaluation*
Teacher performance	
TP1	*I prepare the syllabus/lesson plan before starting the learning implementation*
TP2	*I develop materials, media and evaluations as needed*
TP3	*I use the right method for the learning material*
TP4	*I use learning media that fit the material and connect with the real world*
TP5	*I always evaluate student learning processes and outcomes*
TP6	*I also do analysis of test items quality and learning evaluation*
Teacher commitment	
TC1	*I share the kindness of school/madrasah to others*
TC2	*The school/madrasah values are the same as my personal values*
TC3	*My mission is to make students successful*
TC5	*I enjoy teaching as a teacher*
TC6	*Although there are other jobs with bigger salaries, I still want to be a teacher*
TC7	*The decision to become a teacher, was the best decision for me*

Appendix 2. All indicator in English

Managerial Competence	
MC1	*School/madrasah principals plan well at all levels*
MC2	*School principals lead teachers and education personnel effectively*
MC3	*The management of teachers and education personnel is carried out well by the principal and empowers maximally*
MC4	*The principal creates a conducive and innovative work culture in the school/madrasah*
MC5	*The principal creates an innovative and innovative work climate*
MC6	*The principal evaluates and follows up the program/activity based on the recommendations of the evaluation results*
Teacher Empowerment	
TE1	*I was able to exist in a professional environment at school*
	I had the opportunity to continue my studies to a higher level
TE3	*I cooperate and collaborate with other teachers both at school and outside school*
TE4	*I am involved in important school decision-making*
TE5	*I feel that I am quite respected by fellow teachers*
TE6	*I have in-depth knowledge and understanding of the field of science that is my duty*
TE7	*I can request a day for my teaching schedule at school*
TE8	*I can determine my own strategies, teaching materials and materials*
TE9	*I believe that I have an impact on my school/madrasah*
TE10	*I believe that I can influence teachers as well as students*
TE11	*I was able to complete schoolwork well*
Academic Supervision	
AS1	*I had help from the principal and supervisor in creating the syllabus and lesson plan*
AS2	*I get suggestion and guidance in making teaching materials, media and evaluation tools*
AS3	I get guidance in delivering learning materials
AS4	*The principal/supervisor provides input on appropriate learning strategies and media*
AS5	*I get help in the form of guidance to evaluate student learning processes and outcomes*
AS6	*The principal/supervisor provides guidance on conducting question analysis of test items quality and learning evaluation*
Teacher performance	
TP1	*I prepare the syllabus/lesson plan before starting the learning implementation*
TP2	*I develop materials, media and evaluations as needed*
TP3	*I use the right method for the learning material*
TP4	*I use learning media that fit the material and connect with the real world*
TP5	*I always evaluate student learning processes and outcomes*
TP6	*I also do analysis of test items quality and learning evaluation*
Teacher commitment	
TC1	*I share the kindness of school/madrasah to others*

TC2	*The school/madrasah values are the same as my personal values*
TC3	*My mission is to make students successful*
TC4	*I often go to bed late while thinking about the next teaching*
TC5	*I enjoy teaching as a teacher*
TC6	*Although there are other jobs with bigger salaries, I still want to be a teacher*
TC7	*The decision to become a teacher, was the best decision for me*

Appendix 3. All indicator in Indonesia and English

Managerial Competence	
MC1	Kepala sekolah/madrasah melakukan perencanaan dengan baik pada semua tingkatan *School/madrasah principals plan well at all levels*
MC2	Kepala sekolah/madrasah memimpin guru dan tenaga kependidikan dengan efektif *School principals lead teachers and education personnel effectively*
MC3	Pengelolaan guru dan tenaga kependidikan dilakukan dengan baik oleh kepala sekolah dan memberdayakan secara maksimal *The management of teachers and education personnel is carried out well by the principal and empowers maximally*
MC4	Kepala sekolah menciptakan budaya kerja yang kondusif dan inovatif di sekolah/madrasah *The principal creates a conducive and innovative work culture in the school/madrasah*
MC5	Kepala sekolah menciptakan iklim kerja yang inovatif dan inovatif *The principal creates an innovative and innovative work climate*
MC6	Kepala sekolah melakukan evaluasi dan tindak lanjut program/kegiatan berdasarkan rekomendasi hasil evaluasi *The principal evaluates and follows up the program/activity based on the recommendations of the evaluation results*
Teacher Empowerment	
TE1	Saya mampu eksis dalam lingkungan profesional di sekolah *I was able to exist in a professional environment at school*
TE2	Saya mendapatkan kesempatan melanjutkan studi ke jenjang yang lebih tinggi *I had the opportunity to continue my studies to a higher level*
TE3	Saya bekerjasama dan berkolaborasi dengan guru lain baik di sekolah maupun diluar sekolah *I cooperate and collaborate with other teachers both at school and outside school*
TE4	Saya terlibat dalam pembuatan keputusan sekolah yang penting *I am involved in important school decision-making*
TE5	Saya merasa bahwa saya cukup dihormati teman-teman guru *I feel that I am quite respected by fellow teachers*
TE6	Saya mempunyai pengetahuan dan pemahaman mendalam terkait bidang ilmu yang menjadi tugas saya *I have in-depth knowledge and understanding of the field of science that is my duty*
TE7	Saya dapat meminta hari untuk jadwal mengajar saya di sekolah *I can request a day for my teaching schedule at school*
TE8	Saya dapat menentukan strategi, bahan ajar serta materi sendiri *I can determine my own strategies, teaching materials and materials*
TE9	Saya yakin, bahwa saya mempunyai dampak bagi sekolah/madrasah saya *I believe that I have an impact on my school/madrasah*
TE10	Saya percaya bahwa saya dapat mempengaruhi guru maupun siswa

	I believe that I can influence teachers as well as students
TE11	Saya mampu menyelesaikan tugas sekolah dengan baik *I was able to complete schoolwork well*
Academic Supervision	
AS1	Saya mendapatkan bantuan dari kepala sekolah dan pengawas dalam membuat silabus dan persiapan mengajar *I had help from the principal and supervisor in creating the syllabus and lesson plan*
AS2	Saya mendapatkan masukan dan bimbingan dalam membuat materi ajar, media dan alat evaluasi *I get suggestion and guidance in making teaching materials, media and evaluation tools*
AS3	Saya mendapatkan bimbingan dalam menyampaikan materi pembelajaran I get guidance in delivering learning materials
AS4	Kepala sekolah/pengawas memberikan masukan tentang strategi dan media pembelajaran yang sesuai *The principal/supervisor provides input on appropriate learning strategies and media*
AS5	Saya mendapatkan bantuan berupa bimbingan melakukan evaluasi proses dan hasil pembelajaran siswa *I get help in the form of guidance to evaluate student learning processes and outcomes*
AS6	Kepala sekolah/pengawas memberikan bimbingan melakukan analisis butir soal dan evaluasi pembelajaran *The principal/supervisor provides guidance on conducting question analysis of test items quality and learning evaluation*
Teacher performance	
TP1	Saya menyusun silabus/persiapan mengajar sebelum mulai pelaksanaan pembelajaran *I prepare the syllabus/lesson plan before starting the learning implementation*
TP2	Saya mengembangkan materi, media dan evaluasi sesuai kebutuhan *I develop materials, media and evaluations as needed*
TP3	Saya menggunakan metode yang tepat untuk materi pembelajaran *I use the right method for the learning material*
TP4	Saya menggunakan media pembelajaran yang sesuai dengan materi dan menghubungkan dengan dunia nyata *I use learning media that fit the material and connect with the real world*
TP5	Saya selalu melakukan evaluasi proses dan hasil pembelajaran siswa *I always evaluate student learning processes and outcomes*
TP6	Saya juga melakukan analisis butir soal dan evaluasi pembelajaran *I also do analysis of test items quality and learning evaluation*
Teacher commitment	
TC1	Saya menceritakan kebaikan sekolah/madrasah kepada orang lain *I share the kindness of school/madrasah to others*
TC2	Nilai-nilai yang dianut sekolah/madrasah sama dengan nilai-nilai pribadi saya *The school/madrasah values are the same as my personal values*
TC3	Misi saya adalah membuat siswa sukses *My mission is to make students successful*
TC4	Saya sering tidur larut malam sambal berpikir tentang pengajaran berikutnya

	I often go to bed late while thinking about the next teaching
TC5	Saya menikmati mengajar sebagai guru *I enjoy teaching as a teacher*
TC6	Meskipun ada pekerjaan lain dengan gaji lebih besar, saya tetap ingin menjadi guru *Although there are other jobs with bigger salaries, I still want to be a teacher*
TC7	Keputusan menjadi guru, adalah keputusan terbaik bagi saya *The decision to become a teacher, was the best decision for me*