



CONTRIBUTION OF EDUCATIONAL MANAGEMENT IN IMPROVING THE EFFECTIVENESS OF ISLAMIC EDUCATIONAL INSTITUTIONS

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Abstract :

Educational management is a systematic effort in managing various resources to achieve educational goals efficiently and effectively. In the context of Islamic educational institutions, the quality of management greatly influences the success of the educational process, including the planning, implementation, supervision, and evaluation stages of the program. This study aims to examine the extent to which educational management contributes to increasing the effectiveness of Islamic educational institutions. The method used is a qualitative approach with library research techniques, namely analyzing various relevant references. The findings show that the application of appropriate educational management principles can increase the effectiveness of institutions, both in terms of administration, learning processes, and human resource development. Systematic management also helps create a productive, collaborative, and quality-oriented learning environment. Thus, strengthening educational management is a key element in building superior and competitive Islamic educational institutions.

Keywords: Educational Management, Effectiveness, Islamic Educational Institutions, Management, Quality of Education

INTRODUCTION

Islamic education plays a central role in the formation of character and morals of the next generation of the people. However, in line with the complexity of the dynamics of the times, Islamic educational institutions face various major challenges, especially related to the effectiveness of management and achievement of educational goals. In this context, the implementation of appropriate educational management is very crucial to encourage improvements in the quality and performance of Islamic educational institutions, so that they remain relevant, responsive to change, and able to answer the needs of the ever-growing community.

Educational management is not just an administrative tool, but also a strategic instrument that plays an important role in ensuring the smooth running of the educational process efficiently, systematically, and in a directed manner. By implementing an integrated managerial approach, Islamic educational institutions can improve the quality of educational services, create a supportive learning atmosphere, and encourage the development of



professionalism of educators and education personnel in a sustainable manner.

Islamic education is currently faced with complex internal and external challenges, including low effectiveness of institutional performance, less than optimal management of human resources, and less than optimal achievement of vision and mission. Educational management plays a crucial role in determining the direction and success of Islamic educational institutions in the modern era. Institutions with systematic and planned educational management tend to be more adaptive to social change and are able to meet the needs of students effectively. Therefore, this study is very relevant to examine the significant contribution of educational management to the effectiveness of Islamic educational institutions, especially in the aspects of organization, leadership, strategic planning, and performance evaluation. The urgency of this research is increasingly apparent considering that many Islamic educational institutions still apply traditional management without systematic and structured operational management standards. This condition often results in failure to achieve learning targets, low quality of graduates, and minimal community participation in the education process.

Effective educational management is not just an administrative tool, but rather a key driver in creating professional, transparent, and competitive Islamic educational institutions. Therefore, a comprehensive academic study is needed to identify strategies for improving and integrating a comprehensive and sustainable management system into Islamic educational practices. A number of previous studies have examined the effectiveness of management in Islamic education. An example is the research conducted by Rijal. The study highlighted the importance of implementing a performance-based management system to improve the quality of education in private Islamic educational institutions in Makassar. Meanwhile, another study emphasized the crucial role of principal leadership in realizing effective management in modern Islamic boarding schools. Meanwhile, research from Salim shows that the effectiveness of participatory-based management has a significant impact on increasing the loyalty of teaching staff in Islamic educational institutions. Thus, most previous studies are still focused on managerial aspects partially and have not touched on the holistic contribution of management to institutional effectiveness.

Different from previous studies, this study specifically highlights the contribution of educational management that is applied comprehensively, both structurally and systemically, in an effort to improve the effectiveness of Islamic educational institutions. The focus of the study covers various important aspects, ranging from institutions, human resources, curriculum, to interaction with the community. The main objective of this study is to identify and analyze

the elements of educational management that have the most significant influence on the effectiveness of Islamic educational institutions. The results of the analysis are expected to be the basis for formulating an ideal and relevant management model to be applied to Islamic educational institutions in the modern era.

RESEARCH METHOD

This study uses a literature review method approach as the basis for analysis. Data collection is carried out through a review of various literature sources from various types of documents. These sources cover various categories, including autobiographies, personal letters, books, scientific journals, diaries, clippings, memoirs, official documents from government and private agencies, and digital data stored in various media such as servers, flash drives, and websites. The writing process begins with collecting various literature sources, which include documents such as books, scientific journals, seminar proceedings, and the results of discussions with experts relevant to the research topic. After all the data has been collected, the next step is to analyze the data. The discussion carried out is closely related to information obtained from various forms of documentation, including writing, voice recordings, and images. This process is generally known as analytical research. In this process, the author applies content analysis techniques that involve data interpretation, adding explanations, and drawing conclusions.

FINDINGS AND DISCUSSION

Contribution Definition

The term "contribution" comes from the English word "contribute" or "contribution," which generally means participation or involvement in an activity. More broadly, contribution refers to the contribution of thoughts, energy, time, or other resources given by individuals or groups to support the achievement of certain goals in a positive and constructive manner (Aryani dkk., 2019). Thus, contributions can be in the form of material, for example financial assistance for the common good, or in the form of actions, namely behavior or activities that have an impact, either positive or negative, on other people or the environment. According to T. Guritno, Contribution is a donation to help overcome deficiencies or losses, especially in specific situations or needs. This assistance can be collective, such as helping communities after a disaster. Meanwhile, the Big Indonesian Dictionary (KBBI) defines contribution as a donation for the interests of the nation and state, including various forms of participation, such as youth involvement in social empowerment and roles in

advancing education.

Understanding Effectiveness

Etymologically, the term "effectiveness," derived from the English word "effective," indicates the ability to have an impact, produce something, or demonstrate efficacy. The concept of efficiency, in contrast to effectiveness, focuses more on the comparison between the resources used (input) and the results obtained (output) in achieving a goal. Effectiveness can also be interpreted as a measure of the success of an approach or effort in achieving previously set goals. Terminologically, effectiveness refers to the beneficial results or benefits obtained, indicating the extent to which the formulated plan is actually realized. According to Salim Waton, effectiveness is the condition of achieving the expected goals well through the implementation of tasks or work according to the established plan. In general, effectiveness can be interpreted as the extent to which a predetermined goal is successfully achieved. This term focuses more on achieving the final result (output) that is in accordance with the planned target. In the world of learning, effectiveness is an important aspect because it functions as an indicator of the success of the approach, strategy, or method applied in achieving optimal learning outcomes.

Definition of Educational Management

The term "management" comes from Latin, "manus" (hand) and "ager" (to do), forming "manegere" which means to organize or handle something. In English, this term becomes "to manage" (to manage or organize), and the person who does it is called a manager. In Indonesia, management is understood as the process of planning, organizing, and managing organizational activities to achieve goals effectively and efficiently. Based on the opinion of Nawawi and other experts, educational management is a process of managing collaborative activities in an educational organization environment by a group of individuals to achieve predetermined educational goals. This process involves optimal utilization of resources and the application of managerial functions—planning, organizing, implementing, and supervising—effectively and efficiently for the operational success of educational institutions. Management can be interpreted as a combination of science and art in managing and optimizing the use of human resources and other resources effectively and efficiently in order to achieve certain goals. This emphasizes the importance of the role of human resources in the entire managerial process. A manager is responsible for the process of selection, placement, training, and development of the potential of individuals involved in the organization. In the realm of education, educational management refers to a management system that includes various regulatory

and organizational activities, with the aim of ensuring the implementation of a structured, optimal, and quality learning process.

Human resources are the potential of individuals who are the main elements in an organization. Individuals with good qualities make a significant contribution to achieving organizational goals. Conversely, if there are no competent human resources, this can be a serious obstacle to the success of the organization. Therefore, one of the important functions of human resource management is to manage and maximize individual potential so that organizational goals can be achieved optimally.

Management is a series of activities that include the process of planning, organizing, directing, and controlling the activities of members of the organization, as well as managing available resources to achieve predetermined goals. Thus, every component in an educational institution must carry out management effectively as part of the organizational system, so that the vision and mission of the institution can be realized efficiently and according to target.

To achieve educational goals, it is necessary to manage various resources such as human resources, funding, and facilities and infrastructure (man, money, and material). Effective collaboration and communication with related parties, both from within and outside the institution, are also key factors in driving organizational progress. All of these activities require the application of management principles. Because management has a central role in the operation of an institution, organization, or agency, its application must be carried out comprehensively, coordinated, and integrated so that the results achieved can be maximized.

The same thing applies in the context of educational institutions, where management becomes an important instrument to achieve educational goals. Successful management is management that is applied based on basic principles that are appropriate and relevant to the characteristics of the objects being managed and the environmental conditions of the organization. Because management is a scientific discipline, its application must still refer to the rules that have been established. However, each organization has its own characteristics, so that the managerial approach needs to be adjusted so that its implementation can take place effectively and optimally.

Management involves individuals or groups in organizing something. Its important function is seen in work and also related to business aspects. In addition, management can be applied in various fields and provides various benefits for life. In the Qur'an QS. Al-Hasyr verse 18:

يَا أَيُّهَا الَّذِينَ آمَنُوا اتَّقُوا اللَّهَ وَلْتَنْظُرْ نَفْسٌ مَّا قَدَّمَتْ لِغَدٍ ۖ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ

Allah SWT. said: "O you who believe, fear Allah and let everyone pay attention

to what he does in the future (afterlife); and fear Allah, indeed Allah is All-Knowing of what you do." (Q.S Al-Hasyr (59): 18).

The verse conveys the message of the importance of managing life with great care and sincerity. To achieve the desired goals, careful planning is needed as well as organized and consistent implementation according to the plan that has been made. This planning serves as a guide in facing various challenges and problems that arise, so that every step taken remains in accordance with the direction and goals that have been set

In the Islamic perspective, the term management is known as al-tadbīr, which means arrangement. The word al-tadbīr comes from the root word dabbara, which means arranging or planning something with full consideration and caution. This term is often found in the Qur'an, one of which is stated in the word of Allah SWT:

يُدَبِّرُ الْأَمْرَ مِنَ السَّمَاءِ إِلَى الْأَرْضِ ثُمَّ يَعْرُجُ إِلَيْهِ فِي يَوْمٍ كَانَ مِقْدَارُهُ أَلْفَ سَنَةٍ مِّمَّا تَعُدُّونَ

Meaning: He (Allah) arranges the affairs from the heavens to the earth, then it (the affairs) goes up to Him in a day the length of which is a thousand years according to your reckoning." (As Sajadah : 05).

The verse confirms that Allah SWT is the Main Organizer (Al-Mudabbir) of the entire universe. The order and harmony seen in this world are evidence of His greatness and wisdom in managing His creation. As creatures who are appointed as caliphs on earth, humans have a great responsibility to manage, care for, and maintain the earth wisely. This task must be carried out by emulating the management system that has been established by Allah SWT, which is full of harmony, balance, and sustainability.

According to Mulyono, in practice management has a number of specific tasks known as management functions. George R. Terry explains that there are five basic management functions that are combined to achieve organizational goals. The first combination includes planning, organizing, encouraging, and supervising. While the second combination includes planning, organizing, motivating, and supervising.

In the third combination approach, management functions include planning, organizing, staffing, directing, and supervising. The fourth combination expands the scope by adding aspects of innovation and role-playing. In the fifth combination, the element of coordination is also included as an important part along with planning, organizing, motivating, and supervising. Although there are variations in the formulation of these management functions, they can essentially be simplified into three main functions, namely planning, organizing, and supervising.

Innovation in Educational Management

According to Sa'ud, innovation is an idea, product, event, or method that is seen as something new by a person or group of people. Innovation can emerge through the creation of something new (invention) or from the rediscovery of something that already existed (discovery). The essence of innovation is as a means to achieve a certain goal or as a solution to a problem that is being faced.

Innovation in education management is a must to answer the challenges of the times. In an increasingly dynamic world, the education sector must always adapt to various external and internal changes. These changes can be in the form of technological advances, social changes, the needs of the growing labor market, and changing government policies.

Therefore, it is very important for the education system to design and implement innovative strategies to maintain the quality of education so that it remains relevant and in line with the needs of modern society. Without continuous innovation, the education system risks getting stuck in a routine pattern that does not support the achievement of long-term goals

Innovation in educational management refers to a series of processes that include the implementation of various strategic functions to ensure that educational activities run effectively and efficiently. Through this innovation, educational institutions are expected to produce competent graduates, both in terms of knowledge, character, and skills, in accordance with the educational goals that have been set. Overall, innovation in this context is a form of study and application that focuses on the management of educational institutions to encourage transformation and continuous quality improvement. Innovation in educational management refers to the management process carried out in the implementation of various educational tasks by optimizing all available resources efficiently, in order to ensure the achievement of educational goals to the maximum. In essence, educational management innovation can be understood as:

- 1) Innovation in education management is a process that is carried out in a structured and well-designed manner.
- 2) Renewal in education management involves optimal utilization of all existing potentials and resources.
- 3) The purpose of managerial innovation in education is to ensure that predetermined targets are achieved in an effective manner.

Thus, the success of innovation in educational management is highly dependent on the quality of available human resources. Therefore, educational

institutions must ensure the availability of sufficient teaching staff, both in terms of quantity and competence. This effort can be done by increasing the capacity of educational resources to create professional educators, as well as by strengthening various main and supporting elements so that the educational process can take place optimally, holistically, and sustainably.

Improving the quality of education management requires the implementation of strategies that are tailored to the conditions and characteristics of each educational institution. This contextual approach is important so that each institution is able to optimize its potential and advantages. With the support of competent and professional human resources, educational institutions are expected to develop into institutions that are resilient, adaptive to change, and have high competitiveness in responding to future challenges.

Basics of Islamic Education Management

According to A. Fatoni, in general there are three main foundations in Islamic education management, namely the Qur'an, Hadith (As-Sunnah), and laws and regulations that apply in Indonesian society. These three foundations are the main foundation in the implementation of Islamic education management so that it remains in line with the values of Islamic teachings and in line with the legal system in force in Indonesia.

Al-Qur'an

In the Al-Qur'an there are many verses that can be the basis for managing Islamic education management. Understanding of these verses is obtained through in-depth study and analysis of their meaning. One of the verses that is often used as a basis in Islamic education management is as follows:

وَمَا كَانَ الْمُؤْمِنُونَ لِيَنفِرُوا كَافَّةً ۚ فَلَوْلَا نَفَرَ مِن كُلِّ فِرْقَةٍ مِّنْهُمْ طَائِفَةٌ لِّيَتَفَقَّهُوا فِي الدِّينِ وَلِيُنذِرُوا قَوْمَهُمْ إِذَا رَجَعُوا إِلَيْهِمْ لَعَلَّهُمْ يَحْذَرُونَ

Meaning: Not all believers have to go (to war). Why not have some of each group among them stay behind to study religious knowledge and warn their people when they return, so that they can guard themselves? (QS. At-Taubah: 122).

From the description above, it can be concluded that Islam pays great attention to the importance of management, which is reflected in the revelation of Allah SWT to the Prophet Muhammad SAW through the Qur'an. This revelation emphasizes the importance of management, especially in the field of education, and underlines the need for structured and planned human resource management so that educational goals can be achieved optimally and in line with the goals that have been set.

Hadits

The Prophet Muhammad SAW was an educator who highly valued knowledge and education. In every sermon, he always invited Muslims to be active in the learning and teaching process. One of his sayings stated, "Whoever hides his knowledge, Allah will shackle him with shackles of fire" (HR. Ibn Majah). This hadith emphasizes the importance of spreading knowledge and provides a stern warning to those who are reluctant to share knowledge, because knowledge should actually be useful for others.

The Concept of Islamic Educational Institutions

In its origin, "institution" means an entity or organization. According to the Great Dictionary of the Indonesian Language, an institution is defined as a body or organization that has a specific purpose, such as conducting scientific research or carrying out certain activities. An educational institution is a type of organization or group of individuals who are responsible for carrying out the educational process for students, in accordance with their vision and mission. In addition, educational institutions can also be understood as a place where the learning process takes place which aims to direct changes in individual behavior towards a more positive direction through interaction with the surrounding environment.

Based on this understanding, Islamic educational institutions can be understood as an institution or organization that has the responsibility to organize Islamic education in a structured and sustainable manner. This institution is expected to be able to create a conducive atmosphere to support the learning process to run optimally, in accordance with its role and obligations. A real example of this institution is a school or madrasah that runs Islamic education in an organized and directed manner.

Educational institutions or institutions are organizations or groups of individuals who have the responsibility to carry out the educational process for students, in accordance with the mission carried out by the organization. In addition, educational institutions are also understood as places where learning processes occur that aim to direct changes in individual behavior towards a better direction through interaction with the surrounding environment.

From the description above, it can be concluded that an Islamic educational institution is an organization that has the task of implementing Islamic education in a structured and continuous manner, and is responsible for maintaining the smooth running of the learning process. Therefore, the institution must be able to create a supportive atmosphere so that teaching and learning activities can run optimally, in accordance with its roles and

responsibilities. This can be seen in the role of schools or madrasahs in organizing Islamic education that is well-organized and planned.

Effectiveness of Islamic Educational Institutions

A successful Islamic educational institution is one that is able to produce graduates who are in accordance with the demands and needs of society. This conformity is achieved through the delivery of knowledge that is able to shape the mindset and behavior of students, so that they can play an active role in solving various social problems. In assessing the effectiveness of an educational institution, the main aspect that needs to be considered is the extent to which the institution provides real benefits to students. In addition, community participation and teacher satisfaction levels are also important indicators in measuring the success of a school or madrasah.

An effective educational institution is an institution that is able to manage and use all available resources well, so that every student can access and learn important curriculum regardless of background differences. This kind of institution is also able to carry out various functions optimally, including economic (financial), social and humanitarian, political, and cultural functions.

According to Wardiah, the effectiveness of an institution reflects the extent to which the organization is able to utilize available resources optimally to achieve previously set goals or targets. In addition, effectiveness also reflects the institution's ability to adapt to changes in the external and internal environment, so that the institution can continue to develop and maintain the sustainability of its performance. Thus, an effective institution is an institution that is not only successful in achieving short-term goals, but is also able to maintain the quality and relevance of these goals in the long term.

According to Reynolds in there are seven aspects that are closely related to the level of effectiveness of a school.

a) Student Control

Quality schools prefer a constructive approach by providing appreciation, encouragement, and motivation to students, rather than using a punitive approach as a means of control.

b) School Environment

Effective schools create a supportive learning environment, characterized by clean and well-maintained physical facilities and teachers who care and are responsive to students' needs.

c) Student Participation

Good educational institutions provide equal opportunities for all students to take responsibility and play an active role in various activities, both in the classroom and at the school level.

d) Student Academic Progress

Effective schools are able to improve student academic achievement through strategies such as giving homework, setting clear learning objectives, and having professional educators who can inspire students' enthusiasm for learning.

e) Teacher Behavior

An ideal school has educators who demonstrate discipline and high integrity, so that they are able to be positive role models for students.

f) Class Management

Schools that are successful in implementing the learning process have teachers who prepare materials carefully, actively monitor student development during learning, and apply discipline with a wise approach.

g) Leadership Structure

Effective schools have an inclusive management structure, where the principal involves all relevant parties, such as teachers, staff, and parents, in the decision-making process and the formulation of educational policies.

Relationship between Management and Effectiveness of Islamic Educational Institutions

Management plays a crucial role in determining how effectively an institution can operate. The effectiveness of an institution reflects the ability to achieve predetermined goals in an efficient and quality manner. In this context, management functions as a director and controller that regulates and coordinates the use of various resources, including human resources, finances, and facilities and infrastructure. The goal is that all of these resources can be used optimally to achieve organizational goals in a planned and sustainable manner. Effective management plays a key role in determining whether an agency performs at its best. In an institutional context, management focuses not only on managing existing resources, but also on the strategic decision process to maximize institutional potential. The success of an institution in achieving its goals depends largely on how management plans, organizes, directs, and controls the activities it contains. The main aspect of management is planning. Without proper planning, an organization can lose focus in achieving its goals.

Good planning ensures that all stakeholders have the same vision and understand the steps that must be taken to achieve those goals. In addition, the plan also includes risk management and adjustments to changes in the external environment that have the potential to affect the direction of the organization.

Management is an important element that plays a major role in determining the level of operational effectiveness of an institution. Institutional effectiveness refers to the ability to achieve organizational goals in an efficient and quality manner. In this context, management acts as a regulator and controller who is responsible for managing human resources, finances, and facilities and infrastructure, so that all these resources can be used optimally to achieve the targets that have been set. Effective management plays a key role in determining whether an agency works best. In an institutional context, management not only focuses on managing existing resources, but also on the strategic decision-making process to maximize institutional potential. The success of an institution in achieving its goals depends greatly on how management plans, organizes, organizes, and controls the activities it contains. Effective managers can manage and guide institutions in a better direction by using all existing potential resources.

Contribution Of Educational Management In Improving The Effectiveness Of Islamic Educational Institutions

Educational management plays an important and strategic role in determining the level of operational effectiveness of Islamic educational institutions. Good management does not only include administrative management, but also includes all aspects of the institution's life, starting from the preparation of the vision and mission, planning, implementation of educational activities, to a comprehensive evaluation of the programs being run. In Islamic educational institutions, effectiveness is not only measured by academic achievement, but also by the institution's ability to instill Islamic values and shape the character of students as a whole. Well-structured and well-planned Islamic educational management plays a major role in the success of achieving educational goals. This is especially evident in efforts to create a religious learning environment, uphold humanitarian values, and support the academic and spiritual development of students in a balanced manner.

The success of Islamic educational institutions is highly dependent on the design and implementation of an effective curriculum. Management has the responsibility to ensure that the curriculum not only emphasizes cognitive

aspects, but also integrates emotional and psychomotor aspects in accordance with the principles of Islamic teachings. The application of appropriate learning models in Islamic religious subjects has been proven to be able to improve learning achievement while developing students' critical thinking skills. This shows that innovative and contextual learning management can create meaningful and in-depth learning experiences, which do not only focus on memorization, but also link Islamic values to everyday life.

Leadership in Islamic educational institutions is a crucial element in management that directly affects the performance and development of the institution. An effective leader is not only responsible for administrative management, but also acts as a role model in moral and spiritual aspects. Successful leadership in an Islamic educational environment is leadership that is able to integrate Islamic values into every policy, decision, and activity of the school. Thus, the leader can build trust and loyalty from teachers, students, and the surrounding community, so that a harmonious, healthy, and productive educational atmosphere is created.

However, quality education management must be able to answer various existing challenges and implement continuous innovation. Global challenges and technological advances provide opportunities for Islamic educational institutions to adapt while maintaining their identity. In this context, quality control is very important to continuously assess and improve the entire education system. The implementation of quality control in madrasas is carried out significantly through planning, implementing, monitoring, and evaluating structures in order to substantially improve the quality of education. This shows that the success of Islamic educational institutions is not an instant result, but rather the result of a consistent and comprehensive management process.

CONCLUSION

Contribution is defined as a role or assistance to overcome deficiencies or losses, which can be done collectively, for example in disaster management. Effectiveness refers to the achievement of set goals, emphasizing the final results according to target. Management is the science and art of organizing and administering resources, especially humans, effectively and efficiently to achieve goals. Managers are responsible for the selection, placement, training, and development of human resources. In education, management ensures that all activities run well through planning, implementation, and evaluation for the success of teaching and learning. Innovation in educational management includes the implementation of the main functions in organizing education for

the effectiveness and efficiency of the teaching and learning process, producing students who meet the target. In general, innovation in educational management is the study and application of educational organization management practices to improve the quality and relevance of education. Effective management plays a key role in determining whether an agent works best. In an institutional context, management focuses not only on managing existing resources, but also on the strategic decision-making process to maximize institutional potential. The success of an institution in achieving its goals depends largely on how management plans, organizes, organizes, and controls the activities it contains.

The effectiveness of an institution describes the organization's ability to use existing resources optimally to achieve predetermined goals. In addition, effectiveness also reflects the institution's ability to adapt to environmental changes, both internal and external, so that the institution can continue to grow, develop, and maintain the sustainability and quality of its performance consistently.

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