

Revitalization Of Functions And Roles Of Teacher Working Groups In Improving The Competence Of Vocational High School Teachers In Manado City

Djeifri Moningka¹, Makmu, Tuerah², Andi Ihsan³

¹(Doctoral Student Of Public Administration At Universitas Negeri Makassar, Indonesia)

²(Lecturer At Universitas Negeri Makassar, Indonesia)

³(Lecturer At Universitas Negeri Makassar, Indonesia)

⁴(Lecturer At Universitas Negeri Makassar, Indonesia)

Corresponding author: Djeifri Moningka

Abstract: This Study Aims To Analyze And Explain: (1) Educational Stakeholders' Views On The MGMP (Forum Of Subject Teachers) Of SMK (Vocational High Schools) In Manado City, (2) Factors Supporting Revitalization Of MGMP Functions And Roles, And (3) Strategies Of The MGMP Functions And Roles Revitalization. This Research Is A Qualitative Descriptive Research With Phenomenology Approach. Meanwhile, The Research Instruments Used Were Interview, Observation And Document Review. The Data Obtained Were Analyzed Using Miles And Huberman's Interactive Model. (1) Educational Stakeholders' Views On The Development Of The MGMP Of SMK In Manado City Include Three Indicators: (A) MGMP As A Forum For Teachers Has Been Well Implemented, Although There Is No Sanction Applied When A Teacher Does Not Become A Member, (B) The Existence Of The MGMP Of SMK In Manado City Has Not Maximally Assisted Teachers In Improving Their Competence, (C) Teachers Through The MGMP Have Not Attempted Optimally To Find Problem Solving Alternatives, (2) Factors Supporting The Revitalization Of The MGMP Include Three Indicators: (A) The Teacher Performance Appraisal By Supervisors Is Conducted On A Regular And Ongoing Basis, (B) There Is Support That Is Capable Of Promoting The Performance Of The MGMP Of SMK Members In Manado City, And (C) Adequate Educational Facilities Are Available, And (3) The MGMP Development Strategies Include Three Indicators: (A) The Institutional Structure And Description Of Main Duties And Functions Of The MGMP Of SMK Members In Manado City Have Not Been Maximized, (B) Teacher Education And Training Program Has Been Implemented, Although It Still Needs To Be Implemented More Frequently, And (C) Professional Allowance Has Been Given To Teachers To Improve Their Competence And Performance.

Keywords: Revitalization, MGMP, Supporting Factors, Strategies

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I. Introduction

Teachers As Educators Are Professionals As Stipulated In Article 28 Of The Government Regulation Of The Republic Of Indonesia No. 19 Of 2005⁽¹⁾ On National Education Standards That "Educators (Teachers) Are Learning Agents That Must Have Four Types Of Competence, Namely Pedagogical, Personality, Professional And Social Competence". In That Context, Teacher Competence Can Be Defined As The Knowledge, Skills, And Attitudes Embodied In A Set Of Intelligent And Responsible Actions Owned By A Prospective Teacher In Order To Become A Professional Teacher (Pasandaran, S. Et Al, 2011: 105)⁽²⁾.

Working Group In The Form Of Forum Of Subject Teachers (MGMP) Is One Of The Professional Teacher Organizations That Is A Partner Of The Education Quality Assurance Agency (LPMP), Which Is A Forum For Teachers To Communicate, Consult And Share Information And Experiences To Reform Themselves As Professional Educators That Is Sustainable So As To Prepare Students Who Are Creative, Critical, And Skilled In Responding To The Development Of Science And Technology. Thus, Teacher Competence Can Grow And Develop Along With The Increased Activities So That There Is Always Development Of The MGMP In Each Subject.

Organizational Development Is The Application Of Behavioural Science To Improve Organizational Health And Effectiveness By Increasing The Ability Of The Organization To Cope With Environmental Changes, Improve Internal Relationships, And Improve Problem Solving Skills (Arismunandar, 2008)⁽³⁾. Makmur (2008: 107)⁽⁴⁾ Suggests That The Existence Of An Organization Is To Direct Human Creativity, But

Which Organizational Form? Are Human Beings The Only Ones Who Are Able To Direct Other Human Beings? The Concrete Answers Can Be Found In Our Mind, Not In The Real World. According To Reksohadiprodjo & Handoko (2003: 19)⁽⁵⁾, The Modern Theory Of Organization States That An Organization Is Not A Closed System That Is Related To A Stable Environment, But An Organization Is An Open System That Must - If It Wants To Maintain Its Sustainability - Adjust To Environmental Changes. Organizational Development Is An Intervention Strategy That Utilizes Group Processes To Focus On Organizational Culture In Order To Make The Desired Changes (Indrawijaya And Pranoto, 2011: 82)⁽⁶⁾.

The Level Of Participation Of Teachers As Members Of The MGMP In The Working Group Is Very Low, Seen From The MGMP Attendance List Of Social Science Subject (IPS) And Physics Subject Which Only Reached 52% And 40.91% Respectively. Another Problem Is Found Within The Group Members Themselves, Which Is The Lack Of Motivation That Causes Teachers Less Responsible For The Tasks Agreed Upon, When In Fact These Tasks Are For The Sake Of Progress And Common Interests. This Lack Of Motivation Is Caused By A Condition Where Teachers Already Have The Required Learning Tools Such As Lesson Plan (RPP), Score Analysis, Remedial And Enrichment Program, Minimum Mastery Criteria (KKM) That Are Still Discussed In The Working Group So That They Think That Joining The MGMP Is Not Beneficial For Them.

Educational Institutions, Especially Vocational High Schools (SMK) In Manado City In Which This Research Was Conducted Are Essentially An Organization Within Which There Is A Working Group Called MGMP And Human Resources Who Serve As A School Principal, Teachers, Administrative Staff, And Students Who Receive Educational Services In Their School.

In Terms Of Its Formation, The MGMP Is A Place For Professional Activities Of The Same Subject Teachers At The Same Level And Cluster (SMK) At Regency/City Level. Thus, The Existing Problem Is Not Too Complex For The Accuracy Of This Research.

To Promote Such Academic Competence, It Is Necessary To Have High-Quality Teaching Staff Including Teachers Who Have Competences That Support The Smooth Implementation Of Their Responsibilities. This Concept Is In Line With Manullang (2003: 7)⁽⁷⁾ Who States That: "In The Concept Of Human Resources And Organizational Management, The Low Quality Of Education Is Often Caused By School Management Which Is Less Supportive Of The Education System So That It Will Ultimately Affect Teaching And Learning Activities Undertaken At The Institution Itself".

An Organizational Lag Is Generally Caused By The Lack Of Competence Of Human Resources Involved In The Organization, Both In Managerial Aspect And Operational Aspect. Efforts To Improve The Capability Of Human Resources Are Essential To Create A Better Organization And To Manage It With A High Level Of Efficiency And Effectiveness As A Vehicle To Achieve The Desired Objectives. According To Siagian (2002: 15)⁽⁸⁾, Competence Is "A Blend Of Theory And Experience Gained In Field Practice, Including Increased Competence In Applying Appropriate Technology In Order To Improve Productivity".

According To Stoner (1996: 118)⁽⁹⁾, Competence Can And Should Be Taught. Therefore, In Improving The Quality Of Resources, Especially Human Resources (HR), Science And Technology Is A Development Instrument To Increase Efficiency And Effectiveness Of Various Organizations That Personnel Who Have Competence In Their Respective Duties Are Required.

Robbins (2006: 102)⁽¹⁰⁾ Argues That Competence Is "The Capacity Of An Individual To Do Various Tasks In A Job". Furthermore, The Competence Of An Individual Is Intrinsically Composed Of Two Factors, Namely Intellectual Competence And Physical Competence. This Is In Line With Handoko (2001: 51)⁽¹¹⁾ Who States That Skills Can Be Distinguished Into: Human Skills, Administrative Skills, And Technical Skills, .

Terry (2001: 133)⁽¹²⁾ Divides Competence Into Three Types Of Skills: Technical Skills, Human Skills And Conceptual Skills. Then, Koontz Et.Al. (1996: 30)⁽¹³⁾ Divides Competencies Into Four Categories: Conceptual Competence, Social Competence, Technical Competence And Designing Competence.

The Domain Of Teacher Competence Has Been Formulated In Law No. 14 Of 2005 On Teachers And Lecturers. Article 8 States That "Teachers Must Have Academic Qualifications, Competences, An Educator's Certificate, Physical And Spiritual Health, And The Ability To Realize The National Education Goals". Furthermore, Article 10 Paragraph (1) States That Teacher Competence As Referred To In Article 8 Covers Pedagogical Competence, Personality Competence, Social Competence, And Professional Competence Obtained Through Professional Education. These Four Competences Are Imperative And Become The Main Standards That Every Teacher Must Meet. With These Competences, A Teacher Can Be Regarded As A Professional Teacher. In Other Words, These Competences Are The Main Characteristics Of Teacher Professionalism.

The Actual Problem Identified In Relation To The Lack Of Success Of The Education Development In Encouraging The MGMP As A Working Group To Improve The Competence Of Vocational High School (SMK) Teachers In Manado City Is The Lack Of Attention To The Managerial Aspects Of Education Development Itself.

On The Other Hand, The Existence Of The MGMP In SMK Level In Manado City Has Not Been Optimal In Giving Positive Contribution To The Teachers In Relation To Finding Alternatives To Solve Problems Faced During Teaching And Learning Process. In Addition, Innovation And Creativity Related To Learning Models Have Not Been Obtained By Every MGMP Member To Keep Up With The Technology And Information Development So That It Is Necessary To Revitalize The MGMP Functions And Roles To Be Right On Target According To The Vision And Mission Of The MGMP.

II. Methods

This Study Was Conducted At The Education Agency Of Manado City, More Specifically In Working Groups Of Subject Teachers Forum (MGMP) Of Vocational High Schools (SMK) In Manado City. This Location Was Chosen To Conduct This Research Due To The Case Specification Related To The Development Of The MGMP Working Groups. The Type Of This Research Is A Qualitative Descriptive Research With Phenomenology Approach. The Purpose Of The Phenomenology Approach Is To Describe Systematically, Factually And Accurately Facts, Characteristics And Relationships Between The Phenomena Investigated (Nazir, 2008: 63)⁽¹⁴⁾.

Creswell (2010: 4)⁽¹⁵⁾ In His Book "Research Design: Qualitative Quantitative And Mixed Methods Approaches" Suggests That Qualitative Research Is A Method Of Exploring And Understanding The Meaning Of A Number Of Individuals Or Groups Of People, Derived From Social Or Humanitarian Issues. This Qualitative Research Process Involves Important Efforts, Such As Asking Questions And Procedures, Collecting Specific Data And Participants, Analysing Data Inductively From Specific Themes To General Themes, And Interpreting Custom Meanings. Anyone Involved In This Kind Of Research Should Apply An Inductive Perspective, Focus On Individual Meaning, And Translate The Complexity Of A Problem.

The Informants In This Research Include: (1) Manado Education Agency Chief, (2) Supervisors Of Manado Education Agency, (3) Principals Of Vocational High Schools (SMK) In Manado City. (4) Members Of The Forum Of Subject Teachers (MGMP) In Manado City. (5) Instructor Or Widyaiswara From The Education Quality Assurance Agency (LPMP) Of North Sulawesi Province. (6) Other Informants If In The Research Considered Necessary. This Research Focused On Three Aspects Based On The Research Problems: (1) Educational Stakeholders' Views On The Revitalization Of The MGMP (Forum Of Subject Teachers) Of SMK (Vocational High Schools) In Manado City, (2) Factors Supporting Revitalization Of MGMP Functions And Roles In Improving The Competence And Performance Of The Vocational High School Teachers In Manado City, And (3) Strategies Of The MGMP Revitalization In Improving The Competence And Performance Of The Vocational High School Teachers In Manado City. The Main Research Instrument Is The Researcher Himself By Collecting Data Through Direct Interview Process Using Interview Guide Which Was Expanded According To The Situation In The Field. Technique Of Data Analysis Used Was The Interactive Model Analysis From Miles And Huberman⁽¹⁶⁾.

III. Results AND DISCUSSION

In The Implementation Of Work Plans Of An Organization, There Are Often Deviations From The Established Plans, So That The Results Achieved Are Not As Expected. This Was Also Found In This Research, So It Was Considered Necessary To Revitalize The Functions And Roles Of The MGMP In Manado City To Improve Teacher's Competence And Performance. Revitalization In Question Is An Attempt To Re-Enact Existing Elements By Aligning The Organization With Its Environment. According To Agus (2008)⁽¹⁷⁾, Institutional Structure Is The Miniature Of An Organization That Includes The Process Of Determining The Organizational Structure That Covers The Process Of Determining The Role Structure Through The Determination Of The Activities That Must Be Carried Out To Achieve The Vision, Mission And Objectives, And Its Parts, Through Grouping Of Activities, Assignment Of Groups Of Activities, Delegation Of Authority, And Horizontal And Vertical Coordination Of The Authority And Information Relationships.

Institutional Revitalization Of Functions And Roles Of The MGMP Groups In Improving The Competence And Performance Of SMK Teachers In Manado City Cannot Be Implemented Optimally. In This Case, Regulations On The Tasks And Responsibilities From The Local Government Are Required So That In The Implementation There Is No Need For Supervision, And Avoidance Of Responsibility Does Not Happen. On The Other Hand, There Is A Need For Comprehensive Cooperation Between Stakeholders As A Form Of Responsibility For The Advancement Of National Education. North (1990)⁽¹⁸⁾ Argues That Institutions As Boundaries Are Created To Form Harmonious Interaction Patterns Between Individuals Including Political, Social And Economic Interactions.

The Views Of Educational Stakeholders On The Development Of The MGMP Of SMK In Manado City Include: (1) The MGMP Needs To Be Implemented Because It Is The Demand/Need Of Teachers As Professional Educators, Where Each Of Them Must Increase Their Competence Continuously. (2) Revitalization Of Functions And Roles Of The MGMP Groups In Improving The Competence And

Performance Of SMK Teachers In Manado City Is Not Yet Optimal. (3) In The MGMP Working Groups In Manado City, Some Members Are Active And Some Are Inactive. (4) The Roles Of Manado City Government In Connection With Efforts To Revitalize The MGMP In Manado City Have Not Produced Optimal Results. This Is Due To The Absence Of Clear Duties And Responsibilities So That The Implementation Of The MGMP In Manado City Is Still Lacking In Terms Of Control And Supervision. (5) The MGMP In Manado City Often Deviates From The Established Plans, Vision And Mission. (6) There Has Never Been Any Sanction For Teachers Who Did Not Join The MGMP In Manado City Because The MGMP Is Non Structural Or An Independent Organization. (7) Vocational High School Teachers In Manado City In Terms Of Pedagogical Competence Still Have Many Shortcomings Such As: Teaching Not In Accordance With The Lesson Plan (RPP) And Applying The Teacher-Centered Approach.

A Good Organizational Structure Must Meet Healthy And Efficient Requirements. Healthy Organizational Structure Means That Every Existing Organizational Unit Can Run Its Role In An Orderly Manner. Efficient Organizational Structure Means That In Carrying Out Its Role, Each Unit Of Organization Can Achieve The Best Comparison Between Work And Results.

The Results Of Observation And Document Study Reveal That: (1) Vocational Teachers In Manado City Do Not Have Sufficient Pedagogical Competence Shown By Their Ability To Carry Out Their Duties That Many Of Them Teach By Using The Same Methods, Such As Lecture Method And Questioning Method. This Phenomenon Makes The Revitalization Of Functions And Roles Of The MGMP Working Groups To Not Yet Optimal In Improving The Competence And Performance Of SMK Teachers In Manado City, (2) The Implementation Is Not In Accordance With The MGMP Vision, Mission And Objectives Set By Each Group, (3) Teachers Do Not Attend Education And Training Related To MGMP Management, (4) Professional Allowance Is Not In Line With The Teachers' Expectation And Desire Compared To Their Workload And Daily Tasks They Are Responsible For. In This Case, The Amount Of Professional Allowance Is Not Adequate And Cannot Help Teachers Fulfill The Needs Of Their Family, (5) Inadequate Allowance Has Not Been Able To Improve The Competence Of Teachers That In Carrying Out Their Tasks They Do Not Pay Attention To The Quality And Quantity Of Their Work, Timeliness Of The Tasks Of Educating Students, And That Their Achievements Are Not In Accordance With The Planned Educational Targets, And (6) The Educational Background Of Some Teachers Is Not In Accordance With The Subjects They Teach So That The Quality Of Their Teaching Does Not Meet The Existing Curriculum Standards.

Drucker (2010)⁽¹⁹⁾ Considers That Innovation Can Be Interpreted As An Management Instrument Used To Promote Value Creation Or More Effective Value Accumulation To Create A Process Of Achieving Organizational Goals. Revitalization According To Asbhy (1999)⁽²⁰⁾ Refers To A Quantum Leap Or Abrupt Changes That Include Not Only Gradual Or Incremental Changes, But Also Direct Changes Towards Goals Far Different From The Initial Conditions Of The Organization.

Factors Supporting The Revitalization Of The MGMP Functions And Roles Include: (1) The Forms Of Teacher Performance Appraisal In Manado City That Cover Performance Targets Of Civil Servants (SKP), Teacher Performance Appraisal (PKG), And Assessment Of Teaching And Learning Tools, (2) An Attempt To Revitalize The MGMP, But There Needs To Be More Attention From The Government In Terms Of Responsibilities, (3) Education And Training Programs.

The Performance Of Public Organizations In Indonesia Tends To Be Worse Than That Of Private Organizations (Dwiyanto, 2003)⁽²¹⁾. There Is A Need For Real And Practical Programs In Order To Be Truly Able To Assist Teachers In Mastering Competence In Accordance With The Educator Standards Stated In The SNP (National Education Standards). There Are Six Main Agenda That Need To Be Done Immediately (Sriyati, 2012)⁽²²⁾.

The Results Of The Observation And Document Study Indicate That: (1) The Tasks Of Educating Students Carried Out By The Teachers Of SMK In Manado City Are Not In Accordance With The Established Working Hours, (2) The Teachers Have Not Fully Optimal In Utilizing The Existing Working Hours, (3) The Leadership Style Of The School Principals Has Not Been Able To Influence And Encourage The Teachers To Carry Out Their Tasks Responsibly, (4) The Work Discipline Of The Teachers Has Not Been Fully Developed.

Performance Refers To The Level Of Attainment Of Goals That Constitutes An Employee's Job (Agusty, 2006)⁽²³⁾. Performance Reflects How Well Employees Meet The Requirements Of A Job. Performance Can Also Be Defined As The Recording Of Results Achieved In Performing The Specific Functions Of A Job Or Work Activities During A Certain Period Of Time Indicated Through The Process Or Way Of Working And The Results Achieved. Meanwhile, Byars And Rue Suggests That Performance Is The Degree Of Completion Of Tasks That Accompanies One's Work. Performance Reflects How Well An Individual Meets Job Demands.

The Paradigm Of Democratic, Playful, Open, Challenging, And Enthusiastic Education Will Stimulate Students To Attend School Or College Because They Will Think That They Need To Not Without Being Forced To. According To Ackel & Greenberg (2008)⁽²⁴⁾: "Education Does Not Depend On Teaching, But Rather On The Self-Motivated Curiosity And Self-Initiated Actions Of The Learner." On The Other Hand, Human

Resources, According To Suit (1996) Have The Power Of Thinking And Being Creative That Needs To Be Created, Explored And Developed To Be Utilized As Well As Possible For The Welfare Of Human Life. The Revitalization Strategies Of Functions And Roles Of The MGMP Working Groups In Improving The Competence And Performance Of SMK Teachers In Manado City Include: (1) Institutional Structure Of The MGMP, Education And Training And Allowance. The School Principals Prioritize Senior Teachers And Those Interested In Attending Education And Training, And Do Not Hesitate To Provide Sufficient Allowance To Outstanding Teachers, (2) There Needs To Be Education And Training For The MGMP Managers In Terms Of Management Skills, (3) The School Principals Should Encourage Teachers To Attend Education And Training Related To Their Field Of Work. Education And Training Program Is Very Important, Supportive, And Necessary For Teachers In Order To Carry Out The Tasks Of Educating Students, (4) Provision Of Teacher Allowance Is Also An Effort To Improve Teacher Competence. Tacher Allowance Should Be Provided By School Principals In Accordance With The Teachers' Expectation And Workload In Educating Students, (5) Education And Training Program Can Improve The Competence Of Teachers Because It Aims To Enrich Their Techniques And Skills In Carrying Out Their Tasks, (6) Provision Of Adequate Allowance Will Be Able To Improve Teachers' Motivation In Performing Carrying Out Their Tasks According To Their Main Duties And Functions. Increased Work Motivation Contributes To The Increased Competence Of Teachers.

The Rationale Above Is In Line With Wursanto (2008: 27)⁽²⁵⁾ Who Argues That Education And Training Program Is "A Process Through Which A Person Goes In Order To Increase Their Knowledge, Skills, And Mental". On The Other Hand, Saydam (2006: 163)⁽²⁶⁾ States That Human Resource Development Through Education And Training Is An Activity That Must Be Done By An Organization So That The Knowledge, Competence And Skills Of The Employees Are In Accordance With The Job Demands. Furthermore, Moenir (2003: 163)⁽²⁷⁾ Adds That Employees Need To Be Included In An Education And Training System Provided By The Organization.

Increased Welfare Or Incentives Given To Employees Can Also Motivate Them In Their Work. Handoko (1996: 126)⁽²⁸⁾ States That Incentives Are Everything That Employees Receive As Remuneration For Their Hard Work. Meanwhile, Nitisemito (2002: 73)⁽²⁹⁾ Defines Incentives As Remuneration Provided By The Office To Employees That Can Be In The Form Of Money And Given Strictly. The Government Of Manado City In Relation To Education Should Be Able To Accommodate All The Carrying Capacity Including Education Budget, Curriculum, Recruitment Of Education Personnel, Professional Staff Development, Land And Building, Resource Management, And Other Policies That Are Directly Or Indirectly Related To Education. Education Policy As A Formulation Of Various Ways To Achieve The Goals Of National Education Is Realized Through Social Institutions Or Social Organizations In The Form Of Formal, Nonformal, And Informal Educational Institutions.

Education In Human Life Is Very Important That Education Is Considered As A Power That Determines Our Achievement And Productivity In Other Fields. According To Theodori (2005)⁽³⁰⁾: "Education As Power Means Competent And Strong Enough To Enable Us, The Majority Of People, To Decide What Kind Of A World We Want And How To Achieve That Kind World".

On The Other Hand, Institutional Structure Can Explain The Relationship Between The Various Functions Or Activities Within An Organization. Organizational Structure Is The Relationship Between Employees And Their Activities, And To The Whole, In Which Parts Are Tasks, Jobs Or Functions And Each Member Of The Group Of Employees Who Are Responsible. Organizational Structure That Will Be Formed Of Course Is A Good Organizational Structure. In Fact, World Bank (2001)⁽³¹⁾ Has Stated That "The Greatest Threat To The Future Of Higher Education Is The Intrusion Of A Market Ideology Into The Heart Of Academic Life." In The Pedagogic Context, It Is Important To Disclose That The Democratic Atmosphere Must Be Created For Every Learner To Convey Their Ideas But In A Polite Manner.

The Complexity Of Educational Problems At The Educational Unit And The Bureaucracy Level In The Central And Regional Governments As Those Providing Educational Services Are Part Of The Study Of Administrative Science. Meanwhile, The Aspects Of The Delivery Of Learning Materials, Curriculum, Teaching Materials, Lesson Plan, Teaching And Learning Activities, Learning Approaches, Evaluation Of Learning Progress, And Other Matters Related To Learning Are Part Of The Education Science As A Field Which Integrates The Disciplines Of Psychology, Sociology, Anthropology, Communication Science, And Philosophy.

IV. Conclusion

Educational Stakeholders' Views On The Development Of The MGMP Of SMK In Manado City Include Three Indicators: (1) The Forum For Teachers Has Been Well Implemented, (2) The Existence Of The MGMP Has Not Maximally Assisted Teachers In Improving Their Competence, (3) Teachers Have Not Attempted Optimally To Find Problem Solving Alternatives. Meanwhile, Factors Supporting The Revitalization Of The MGMP Include Three Indicators: (1) The Teacher Performance Appraisal, (2) Support That Is Capable Of Promoting The Performance Of The MGMP Members, And (3) Adequate Educational Facilities.

Furthermore, The MGMP Development Strategies In Improving The Competence And Performance Of SMK Teachers In Manado City Include Three Indicators: (1) The Institutional Structure And Description Of Main Duties And Functions Have Not Been Maximized, (2) Teacher Education And Training Program Has Been Implemented, Although It Still Needs To Be Implemented More Frequently, And (3) Teacher Professional Allowance.

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