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Optimization of school administration management at Junior High School 7 Ratahan, North Sulawesi - Indonesia

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Abstract

School administration staff functions as student data management, educator and education staff data, correspondence, archives, facilities and infrastructure administration, and financial administration. School administration also plays an active role in providing administrative services to all interested parties. The position and role of administrative staff is so important in the management of a school that the government through Permendiknas Number 24 of 2008 sets the standard for school administrative personnel. This standard regulates the minimum qualifications and competencies that must be met by a school administration staff. Research approach used in this study is a qualitative descriptive approach by collecting data related to the optimization of school administration management at Junior High School 7 Ratahan and described in a statement or sentence. The place of this research was carried out at Junior High School 7 Ratahan which is located in Wongkai, East Ratahan District, Southeast Minahasa Regency, North Sulawesi Province. This program will be carried out for three months, namely October to December 2021.

The objectives to be achieved in this research are: to find out and analyze school administration planning, organization, implementation and evaluation of school administration in Junior High School 7 Ratahan. Research result show that: 1. Planning for school administration activities at Junior High School 7 Ratahan includes long-term plans and short-term plans. In planning school administration services, it involves all school personnel. 2. Administrative organization at Junior High School 7 Ratahan is carried out in accordance with good school administration rules, but the obstacle is that not all school administrative functions can be carried out by an administrative employee, this is due to the limited number of employees owned by Junior High School 7 Ratahan. 3. The implementation of administration at Junior High School 7 Ratahan is strongly supported by the role of the principal as the main motivator for the staff implementing school administration services. School administration services are strongly supported by the role of the head of administration as a director of the implementation of school administration services. 4. Evaluation of school administration at Junior High School 7 Ratahan is carried out regularly every month through periodic meetings of teachers and employees. This evaluation activity will be used as input for school principals to make further handling strategies so that the implementation of school administration management is carried out optimally.

Keywords: Optimization, school administration management, Junior High School

1. Introduction

Schools as educational institutions can carry out their functions if all activities in them are managed properly. School administration needs to be managed properly so that the performance of educational institutions can be optimal. One of the keys to the success of achieving educational goals at the education unit level is the administration of educational activities. Educational administration referred to here is a management of all activities in schools that are carried out by all school members to achieve education. School administration activities include planning, organizing, directing, coordinating, supervising and financing by utilizing the available personal, material, and spiritual facilities.

In the implementation of school administration, all school resources must be managed and utilized effectively and efficiently. In addition, because school administration is closely related to the recording system of correspondence or archives, data and information must be recorded (reporting system) in a precise, accurate and timely manner. Governance in the field of education administration must be carried out professionally by both education staff and

become a joint task and responsibility with high synergy from all existing stakeholders. Considering the advancement of science and the development of technology, it is a demand for educational institutions not to be out of date.

Of course, the success of education administration management is strongly influenced by the leadership management of the education unit, in this case the principal. Therefore, the principal as the leader of the management of educational administration is required to have good managerial readiness in terms of education administration while continuing to understand the changes that occur with all the consequences. Armed with mental readiness in the form of emotional intelligence, the principal will be wise in understanding all the changes that occur. The development of Indonesian human resources is currently an integral part of nation building, therefore the readiness of educational institutions to meet the global era marked by the decentralization of education, and the autonomy of education should not be ruled out in terms of governance in the field of education administration.

The school administration staff functions as student data management, educator and education staff data, correspondence, archives, facilities and infrastructure administration, and financial administration. School administration also plays an active role in providing administrative services to all interested parties. The position and role of administrative staff is so important in the management of a school that the government through Permendiknas Number 24 of 2008 sets the standard for school administrative personnel. This standard regulates the minimum qualifications and competencies that must be met by a school administration staff.

School administration staff is a term that is often associated with the implementation of education, both formal and non-formal education. In this case, educational staff can be interpreted as all staff in the school, which includes administrative staff. Blasis Mangkaka defines educational staff consisting of administrative staff, canteen officers, school cleaning and beauty officers, builders, school guards, library officers, laboratory workers, etc., they are officers related to non-teacher staff or education staff. (<https://www.kompasiana.com>). In this regard, it can be classified that the affairs of education personnel include curriculum administration, student affairs, staffing, finance, correspondence and filing, facilities and infrastructure and school and community relations.

Junior high school 7 Ratahan is one of the junior high schools located in Ratahan, Southeast Minahasa Regency also always strives to improve the quality of education supported by education staff in managing good education administration, based on initial observations carried out by researchers found that administrative management in this school This is not optimal, this is illustrated by the planning of school administration that has not been directed, as an example of preparing learning activities including the preparation of annual and semester programs including the division of teaching tasks and preparing lesson schedules which are often not on time according to the beginning of the semester while it is hoped that the preparation of this annual program should be carried out. at the beginning of the year or the beginning of the semester before the current year or at the beginning of the semester otherwise it will have an impact on the implementation of teaching and learning activities at the beginning of the semester cannot run well.

In organizing, it was found that the management of the personnel organization was not properly structured so that in carrying out administrative activities by school employees there was often overlap, which was expected for the duties of each employee to be well organized, resulting in the services provided not being optimal. In terms of implementation, it is also not optimally implemented, this can be seen in the recording of data and data information that is not well organized so that services such as correspondence are also ineffective, when in fact what is expected is that the recording of incoming and outgoing correspondence should be properly scheduled. Meanwhile, evaluation and monitoring are also not maximized where reporting activities carried out for one semester or annual reports often experience delays according to a predetermined schedule so that future policy decisions will be hampered and will even get sanctions and instructions from superiors or those authorized in handling reports. - school reports, of course it is expected that evaluation and monitoring activities are carried out by administrative employees based on the implementation of activities and should be carried out immediately after carrying out activities without having to receive orders from superiors.

The objectives to be achieved in this research are: 1. To find out and analyze school administration planning at Junior High School 7 Ratahan. 2. To find out and analyze the organization of school administration in Junior High School 7 Ratahan. 3. To find out and analyze the implementation of school administration in Junior High School 7 Ratahan. 4. To find out and analyze the evaluation of school administration in Junior High School 7 Ratahan.

2. Literature Review

2.1 Administrative management concept

Management or synonymous with management means implementation, governance, management or management. In a general sense, Suharismiarikunto defines management as the administration, regulation, or arrangement of an activity. According to G.R Terry (2012: 15)^[14] says that management is a distinctive process consisting of planning, organizing, moving and controlling actions carried out to determine and achieve predetermined goals through the use of human resources and other resources. According to James A.F. Toner (2013: 12)^[15] states that management is the process of planning, organizing, leading, and supervising the efforts of members of an organization by using other resources in achieving organizational goals that have been set. As Hamalik said, management is a process to move, organize, direct human effort to achieve its goals. The same thing was said by Soekanto that management is a process that starts from the process of planning, regulating, supervising, driving, to the process of realizing goals. From the above definition it can be interpreted that management is a series of processes in the form of planning, organizing, controlling and supervising in an organization, especially in the world of education so that the desired educational goals can run effectively and efficiently.

2.2 Optimization of School Administration

Optimization is a measure that is set to be achieved in the implementation of activities so that it can be realized according to the wishes that have been set and can be judged to be successful with satisfactory results or the best. Experts define optimization as follows:

1. According to Winardi (1999, page 363)^[16] Optimization is a measure that causes the achievement of goals, whereas from a business point of view, optimization is an effort to maximize activities so as to realize the desired or desired profit.
2. Singiresu S Rao, John Wiley and Sons (2009: 20)^[17] Optimization can also be defined as a process to obtain a state that gives the maximum or minimum value of a function.
3. The definition of optimization according to Poerdwadarminta (Ali, 2014:67) is the result achieved in accordance with the wishes, so optimization is the achievement of results as expected effectively and efficiently ". Optimization is also interpreted as a measure where all needs can be met from the activities carried out
4. The Big Dictionary Compilation Team (2008: 968) Optimization comes from the word optimal which means the best, the highest, the most profitable, making the best, making the highest, optimizing processes, methods, optimizing actions (making the best, highest, and so on) so that optimization is an action, process, or methodology to make something (as a design, system, or decision) more/fully perfect, functional, or more effective. The word optimization is taken from the word optimal which means the best or the highest. While optimization means the best or highest process).

So optimization is a system or effort to make the best or high. From the above understanding it can be concluded that optimization is the process and steps of utilizing something in various ways that are arranged to achieve certain goals and have a positive impact on the goals to be achieved. From this research, the purpose of optimization is to maximize which will have a positive impact in supporting the achievement of all educational goals that have been planned. This optimization is needed in various activities. Moreover, optimization related to the management of education administration at Junior High School 7 Ratahan. Of course, this is one of the tasks and functions of junior high school administration that must be managed in order to run optimally.

2.3 The Purpose of School Administration

Sergiovanni and Carver in Daryanto (2013: 17-18)^[1] formulate four administrative goals, namely: production effectiveness, efficiency, adaptiveness, and job satisfaction. These four objectives can be used as criteria to determine the success of a school administration. Because schools are a subsystem of national education, the goals of education administration in Indonesia carried out in schools are also sourced from the goals of national education.

In short, education administration in schools aims to create a situation that allows children to have strong basic knowledge to continue learning, have a special skill and skill to be able to live alone and in society, and have an attitude of living as a Pancasila human being with dedication to the development of the Indonesian Pancasila community. As for administrative tasks, specifically school administration, according to Daryanto (2013: 21-22)^[2] seeks to achieve educational goals. In some detail and administrative obligations in connection with the purpose of this education can be stated as follows:

- a) Strive for educational goals to appear formally by formulating, selecting, describing and setting

educational goals to be achieved in accordance with the educational institution or organization concerned formally.

- b) Disseminate and try to instill the goals of education to members of the institution, so that these educational goals become the needs and motivation of the work of the members of the institution.
- c) Selecting, selecting, describing and establishing a process in the form of actions, activities, and work patterns that are calculated to provide results in accordance with the objectives that have been set.
- d) Supervise the implementation of educational and other processes by monitoring, checking and controlling every activity and action at every stage of the system process.
- e) Assessing the results that have been achieved and processes that are or have been in effect, seeking information about the results and processes to become feedback that can improve processes and subsequent results.

2.4 Principles of school administration

Daryanto (2013: 12)^[1] suggests that administration will be successful if it is based on the right foundations. The basis is defined as a fundamental truth that can be used as a basis and guide to acting in social life. The following will describe some of the basics that need to be considered so that administrators can achieve success in their duties. There are many administrative bases, including:

- 1) Efficiency principle: An administrator will be successful in his duties if he is efficient in using all available financial resources and facilities. So that the administrator must be able to manage all the use of resources efficiently in order to achieve the goals in carrying out their responsibilities as administrators.
- 2) Management principles Administrators will obtain the most effective and efficient results through other people by doing management work, namely planning, organizing, directing and controlling.
- 3) The principle of prioritizing management tasks An administrative person tends to give first priority to operative work if accompanied by management and operative work at the same time, the administrator must be able to avoid this negative tendency, because if he is too busy with operative tasks, his main job is management will be neglected.
- 4) Principles of effective leadership an administrator's leadership style is successful in his duties if he uses an effective leadership style. The right leadership style is if the administrator takes into account the maturity level of the members of the organization and the situation is good, but work awareness is not sufficient, then a successful leader must be able to raise awareness to complete his work tasks.
- 5) The principle of cooperation an administrator will be successful in his duties if he is able to develop cooperation among the people involved, both horizontally and vertically.

2.5 School Administration Function

According to Hamka (2021: 23-34)^[5] explains that the administrative functions are as follows:

1. Planning (Planning). Planning has an important meaning in various activities carried out in an effort to achieve goals. Therefore, the planning function is the first and

foremost function that needs to be considered and carried out carefully because an error in preparing the plan will result in successively in the next function or steps. The school planning process must be carried out collaboratively, meaning that it includes all school personnel in its preparation so that it creates a sense of belonging (Sense of Belonging) which can provide encouragement to teachers and other personnel so that the plan can be implemented properly.

2. Organizing. Organizing in schools can be defined as the whole process of regulating power, work authority, and responsibilities of school personnel who have a relationship with one another, so that every teacher/school personnel knows their position, responsibilities, duties, authorities and how to relate to each other so as to ensure achievement of school goals. Organizing is the first step towards implementing the previously prepared plans relating to moving the organization as a unified whole. The movement of the organization depends on the organization of all components in the organization to move towards achieving the goals that have been set.

Here are some definitions of organizing from various literature sources:

- Organizing, namely: “as managerial function, organizing is defined as grouping work activities into department, assigning authority and met and conflicts are minimized”. Organizing functions to divide work into fields of work, assign authority and coordinate activities in different fields of work to ensure the achievement of goals and reduce conflicts that occur within the organization (Reeser, 1973: 323)^[20].
- Organizing is the effective strengthening of behavioral relationships between individuals so that they can work together efficiently and to obtain personal satisfaction in carrying out selected tasks under environmental conditions to achieve goals (Terry, 1978:298)^[21]. Guidance according to Nurhadi (1983)^[19] is an effort to provide guidance and direction given before an implementation activity is carried out to maintain, maintain and advance the organization through the people involved both structurally and functionally, so that every activity carried out later cannot be separated from efforts to achieve educational goals.
- 3. Directing. Guidance according to Nurhadi (1983)^[19] is an effort to provide guidance and direction given before an implementation activity is carried out to maintain, maintain and advance the organization through the people involved both structurally and functionally, so that every activity carried out later cannot be separated from efforts to achieve educational goals. The managerial activity that is no less important is directing. Directions are carried out so that activities carried out together continue through the predetermined path, there are no deviations that can lead to waste.

The following are some definitions of directives extracted from various sources as follows:

- Directing is the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to attainment of enterprise objectives directing involves guiding and leading subordinates (Kootnz and O'Donnell, 1986:499). This

opinion explains that through directive activities in the organization is intended to invite personnel to contribute effectively and efficiently through cooperation in achieving organizational goals.

- Directing is an effort to provide guidance, advice, orders or instructions to subordinates in carrying out their respective duties so that tasks can be carried out properly and are truly focused on the goals that have been originally set (Amtu, 2011:55)^[24].
- 4. Supervision (controlling). According to Nurhadi (1983)^[19] supervision is an activity to measure the level of effectiveness of work activities that have been carried out and the level of efficiency in the use of other educational components in an effort to achieve educational goals. To measure the level of effectiveness and efficiency, it is necessary to conduct an evaluation to measure the extent to which the implementation of the education carried out achieves the planned goals and has the strengths and weaknesses of the program being implemented. Supervision is a control over the work of the organization both regarding individual and institutional tasks. Supervision activities are supervising activities so that they are in accordance with the plan, ensuring members carry out tasks, ensuring that results can be achieved according to the plan. Through supervision, it is hoped that deviations in various ways can be avoided so that the objectives can be achieved, namely what is planned to be carried out correctly.

Some definitions of supervision are shown as follows:

- Supervision is the process of observing the implementation of all organizational activities to ensure that all work currently being carried out goes according to a predetermined plan (Siagian, 2003:112)^[12].
- Supervision is ensuring that what is done is as desired which includes checking whether everything is going according to the plans made, the instructions issued and the principles set (Sutisna, 1989: 240)^[22].
- Supervision is a system function that makes adjustments to the plan, making sure that deviations from the system's goals are only within tolerable limits (Johnson in Sagala, 2007:65).

3. Research Method

Research approach used in this study is a qualitative descriptive approach by collecting data related to the optimization of school administration management at Junior High School 7 Ratahan and described in a statement or sentence. The place of this research was carried out at Junior High School 7 Ratahan which is located in Wongkai, East Ratahan District, Southeast Minahasa Regency, North Sulawesi Province. This program will be carried out for three months, namely October to December 2021.

The source of data in the study is the subject from which the data can be obtained. When using interviews in collecting data, the source of the data is called informants, namely people who respond or answer questions both in writing and orally. Sources of primary data in this study are: Principals, Deputy Principals, Heads of Administration, teachers, administrative staff and students. Secondary Data Source. When using observation, the source of the data is in the form of objects, motion, or the process of something. When using documentation, documents or records are the source of the data. Secondary data sources in this study are documents and

publications sourced and issued by the research location school or other publications related to the object of research including: Teachers, Employees, Committees, Surrounding Communities and others.

Techniques Data collection is done through observation, interviews or interviews and documentation. The informant is

- The principal is the person in charge of school administration.
- Deputy principals who are authorized in school organizations
- Head of Administration to obtain information about the profile of school administration management.
- Other parties related to the acquisition of data in this study.

The data that has been collected is then analyzed, the data analysis technique that the research uses refers to the data analysis version of Miles and Huberman in Husaini Usman and Purnomo Setiadi Akbar (2009:85-89) ^[6] that there are three flow of activities, namely data reduction, data presentation, and withdrawal. conclusion or verification.

1. Data reduction is defined as the process of selecting, focusing on simplifying, abstracting, and transforming "rough" data that emerges from field notes. Reduction is carried out since data collection, starting with making summaries, coding, tracing themes, writing memos, and so on, with the intention of setting aside irrelevant data or information, then the data is verified.
2. Presentation of data is a description of a set of structured information that provides the possibility of drawing conclusions and taking action. The presentation of qualitative data is presented in the form of narrative text, with the aim of being designed to combine information that is arranged in a coherent and easy-to-understand form.
3. Drawing conclusions or verification is the final activity of qualitative research. Researchers must arrive at conclusions and verify, both in terms of meaning and the truth of the conclusions agreed upon by the place where the research was carried out. The meaning formulated by the researcher from the data must be tested for correctness, suitability, and robustness. Researchers must realize that in searching for meaning, they must use an emic approach, namely from the perspective of key information, and not interpretation of meaning according to the researcher's point of view (ethical point of view).

4. Result and discussion

4.1 Research result

Based on observations carried out on the management of school administration at Junior High School 7 Ratahan through direct observation of administrative management activities, interviews with informants related to the research subject and the study of documentation, the following findings were obtained:

1. School administration planning at Junior High School 7 Ratahan
 - The planning process for school administration management is carried out without paying attention to the workload assigned to employees implementing educational administration management where currently the number of employees is not sufficient to carry out all school administrative management activities.

- Determination of the time period for the achievement of the implementation of a school administration management activity has not been determined how long the implementation period is
- It is difficult to determine which work priority should be prioritized considering that all civil service administration work is all to support the implementation of school operations.

2. Organizing school administration at Junior High School 7 Ratahan

- Some school administrative management functions do not yet have personnel carrying out school administrative management tasks
- Deputy principals and teachers still function as school administrative management staff
- Administrative staff carry out administrative management with dual duties

3. Implementation of school administration at Junior High School 7 Ratahan

- The job description carried out by each employee has not been made properly so that the work carried out has not been directed.
- The implementation of administrative management activities is carried out still based on the tasks assigned by the principal and the handling of administrative services in need.
- The management of school administration is carried out overlapping due to the positions carried out by school employee personnel.
- Human resources available to manage school administration are not sufficient and adequate
- The use of communication information technology for administrative management is still minimally implemented

4. Evaluating school administration at Junior High School 7 Ratahan

- Evaluation is carried out based on reports submitted by administrative employees
- There has not been an evaluation per function of school administration management.

4.2 Discussion

Based on the presentation of the results of observations, interviews and documentation studies then compared with the opinions of experts, the data obtained regarding the optimization of school administration management at junior high school 77 average as follows:

1. School administration planning at Junior High School 7 Ratahan.

According to Hamka (2021: 23-24) ^[5] School administration planning has an important meaning in various activities carried out in an effort to achieve goals. Therefore, the planning function is the first and foremost function that needs to be considered and carried out carefully because an error in preparing the plan will result in successively in the next function or steps. It was further stated that the school planning process must be carried out in a collaborative manner, meaning that it includes all school personnel in its preparation so that it creates a sense of belonging (Sense of Belonging)

which can provide encouragement to teachers and other personnel so that the plan can be implemented properly. Educational planning based on the time period can be divided into short-term (1-2 years), medium-range (3-7 years), and long-term (8-25 years). Junior High School 7 Ratahan in carrying out the planning of school administration activities also makes long-term plans and short-term plans. In planning school administration services, school leaders also involve all school personnel, this is in accordance with observations and interviews as well as existing documentation.

2. Organizing school administration at Junior High School 7 Ratahan.

Organizing functions to divide work into fields of work, assign authority and coordinate activities in different fields of work to ensure the achievement of goals and reduce conflicts that occur within the organization (Reeser, 1973: 323) ^[20]. The organization of the implementation of administrative services at Junior High School 7 Ratahan has been carried out in accordance with good school administration rules, but the obstacle is that in organizing this not all school administrative functions can be carried out by an administrative employee, this is due to the limited number of employees owned by the school administration. Junior High School 7 Ratahan.

3. Implementation of school administration in Junior High School 7 Ratahan.

Directing is an effort to provide guidance, advice, orders or instructions to subordinates in carrying out their respective duties so that tasks can be carried out properly and are truly focused on the goals that have been originally set (Stoner in Amtu, 2011:55) ^[24]. In carrying out school administration service activities, Junior High School 7 Ratahan shows that the role of the principal is the main motivator for employees in carrying out their duties. The principal at certain times must check the achievement of the work carried out by administrative employees. In addition, the role of the head of administration is very important because it will direct which tasks must be done as quickly as possible to optimize administrative services.

4. Evaluating school administration at Junior High School 7 Ratahan

Supervision is ensuring what is done as desired which includes checking whether everything is going according to the plans made, the instructions issued and the principles set (Sutisna, 1989: 240) ^[22]. Supervision of school administration management is carried out by the principal to determine the progress of the implementation of school administration management. This evaluation is carried out regularly every month through periodic meetings of teachers and employees. The administrative management employee will convey the implementation of the personnel administration duties both orally and in writing. Through this evaluation, it will become input for the principal to make further handling strategies so that the implementation of management is even better.

5. Conclusion

From the description above, the conclusions of this study are:

1. Planning for school administration activities at Junior High School 7 Ratahan includes long-term plans and short-term plans. In planning school administration services, it involves all school personnel.

2. Administrative organization at Junior High School 7 Ratahan is carried out in accordance with good school administration rules, but the obstacle is that not all school administrative functions can be carried out by an administrative employee, this is due to the limited number of employees owned by Junior High School 7 Ratahan.
3. The implementation of administration at Junior High School 7 Ratahan is strongly supported by the role of the principal as the main motivator for the staff implementing school administration services. School administration services are strongly supported by the role of the head of administration as a director of the implementation of school administration services
4. Evaluation of school administration at Junior High School 7 Ratahan is carried out regularly every month through periodic meetings of teachers and employees. This evaluation activity will be used as input for school principals to make further handling strategies so that the implementation of school administration management is carried out optimally.

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