IJLRES - International Journal on Language, Research and Education Studies

ISSN: 2580-6777 (p); 2580-6785 (e)

DOI: 10.30575/2017/IJLRES-2019050807

Vol. 3, No. 2, 2019 Page: 238 - 251



THE EVALUATION OF THE EFFECTIVENESS OF IMAN AND TAQWA (IMTAQ) PROGRAMS IN THE DISTRICT OF ASAHAN

Salim

Faculty of Islamic Education, State Islamic University of North Sumatra, Medan salim@uinsu.ac.id

Indra Jaya

Faculty of Islamic Education, State Islamic University of North Sumatra, Medan indrajaya@uinsu.ac.id

Abstract. This study aims to see the extent of the success of the IMTAO program that has been implemented by the Asahan district government since 2011. A sample of 552 respondents from various elements of society, students, sub-district heads, heads of agencies and institutions in carrying out systematic, comprehensive and integrated religious development activities. The variables studied in this study are input variables which consist of socialization of training, operational funds, media information, implementation instructions and technical instructions, human resources, facilities and infrastructure and implementation organizations. Process variables consist of selection and allocation of funds, evaluation monitoring, executive administration, financial administration and workshops. Output variables consist of appreciation and practice of Imtag, coaching of the Koran and the preservation of Islamic cultural arts. Analysis used in the form of Structural Equation Modeling (SEM) was developed by Karl Joreskog and Dag Sorbon (1999). The results of this study provide several findings as follows; first, the success of the IMTAQ program in Asahan district is determined by information media, infrastructure and financial administration. Second, the success of the IMTAQ program in Asahan district which has been declared successful in the Coaching factor of the Koran and the factor of the development of Islamic cultural arts. Third, the program increase from the following year to an average of 11%. Research is expected to provide socialization to all program implementers in order to pay more attention to the internal components of the Management Information System which include improvements to; a) human components, b) Hardware Resource, c) Software Resource, d) Resource data. e) Network Resource to be able to carry out management functions related to the implementation of IMTAQ programs such as planning, organizing, controlling and evaluating.

Keywords: Evaluation, Iman, Tagwa, Asahan District

INTRODUCTION

The strong desire of the Asahan Regency government to make all Government Apparatus, the community and students and their communities have a better religious quality of life from the point of practice of IMTAQ is a necessity, in fact requires the Asahan Regency government to form the Asahan District IMTAQ Team whose task is to

The Evaluation of the Effectiveness of *Iman* And *Taqwa* (IMTAQ) Programs in the

District of Asahan

DOI: 10.30575/2017/IJLRES-2019050807

think continuously about making indicators a reference to be used as a guideline for

implementing a more directed IMTAQ program, so that in its implementation it can

realize a form of activities to increase faith and piety (IMTAQ) program which has been

implemented since 2011 until now.

To know how far the success of the IMTAQ program has been carried out by the

Asahan Regency IMTAQ team, so UIN of North Sumatra as an Islamic higher education

institution that must consciously realize three Higher Education in the form of research

and community service has a responsibility to see the extent of the success programs

that have been launched by the Asahan district government in the form of research

studies with the theme "Evaluation of the Effectiveness of Iman and Tagwa (IMTAQ)

Programs in Asahan District.

LITERATURE REVIEW

Effectiveness

According to Komaruddin (1994), in the management Encyclopedia specifically

states that effectiveness is a condition that shows the success (or failure) of management

activities in achieving predetermined goals. He further stated that, work results are said

to be effective if there is efficacy in carrying out tasks as an effort to dynamic balance

between quality and quantity of work. The ineffectiveness of a work can also occur

because there is no professional staff and no experience, knowledge that is very minimal

and not supported by adequate funds.

Policy

Koontz and O'Donnell (1987: 24) suggest that policy is a statement or general

understanding that is guided by thinking in making decisions that have the essence of

certain limits in decision making. Whereas Anderson (1979: 120) argues that policy is

part of planning that prepares a set of good decisions relating to funds, labor, and time

to achieve goals. Campbell (1993: 50) suggests that policy is a limitation of the decision

to combine the future. Policy implications require two things. First, a group of problems

with certain characteristics. Second, the implications of the characteristics of policy

making as a process. If viewed from the point of view of educational development, the

implications of the national education policy are efforts to improve the level and quality

239

of life of the nation in developing national culture. Hough (1984: 38) suggests that policy issues are sometimes used in a narrow sense to refer to the formal actions that they follow. Policies are equated with plans and programs, and often do not distinguish between policy making and decision making. Policies are considered a position or establishment developed to respond to a problem or issue of conflict in order to achieve certain goals, usually distinguished from interrelated concepts.

In a more definitive understanding that policy (policy) according to Hough (1994: 44) is a term that is difficult to understand (elusive) and requires a further explanation because the term is often used in different ways, and to show diverse phenomena. The policy process is based on the assumption that public policy is more related to group conflict transformation and the underlying values. Policy is not just born but is born in the context of a special set of values, pressures and in a special structural arrangement, including the needs and aspirations of the people as policy targets. Policy is a rational process in which analysis produces reasonable information and arguments about potential solutions to policy problems. Syaiful Syagala (2002: 100) states that public policy research is empirical and quantitative in an organization such as problems of poverty, eradication of illiteracy, homelessness in the city, community diseases, and political control

Policy Evaluation

The policy approach in education can be broadly divided into two, namely Evaluative approaches and empirical approaches. Evaluative according to Richard M. (1990: 86) is an activity that intends to know how far an activity can be carried out or not, succeed as expected or not. Similarly, Jones (in Syaiful Sagala. 2002: 100-101) explains that, supervision of the policy in question is part of a series of activities designed to assess the results of different programs specifically in terms of objects, measurement techniques, and methods the analysis. While the empirical approach is emphasized mainly on the explanation of various causes and consequences of a particular policy in the field of education that is factual or data and the type of information produced is descriptive and predictive. Therefore an empirical analysis of education policy is expected to be able to produce and transfer important information about values, facts and actions in education.

The Evaluation of the Effectiveness of *Iman* And *Taqwa* (IMTAQ) Programs in the

District of Asahan

DOI: 10.30575/2017/IJLRES-2019050807

The evaluative approach as affirmed by Tilaar (2000: 46) is intended to explain

the situation by applying a criterion for the occurrence of symptoms related to values

and measurements after being connected with criteria that have been predetermined. So

policy evaluation is not just about gathering facts about something that says about

education management that can guarantee quality, but shows that something has value

when compared to the criteria or references that become guidelines.

Policy Implementation

Described by Putt and Springer (1989: 45) policy implementation is a series of

activities and decisions to facilitate policy statements in formulations materialized into

organizational practice. Guided by the opinion of Tangkilisan (2003: 11) Dwidjowijoto

(2003: 18) then Putt and Springer (1989) concluded that the implementation of policies

requires a number of decisions and actions. There are four important factors in

implementing policies, namely: communication, resources, disposition or attitude and

bureaucratic structure. Wododo (2007: 97) explains policy communication is the process

of delivering policy information from policy makers to implementing policies (policy

implementors). Communication is a sticky organization and coordination and

coordination are the origins of teamwork and the formation of synergies and integration

in the implementation of policies.

IMTAQ Program Implementation Performance

Tuckman (1972) states that performance is used to mark manifestations,

knowledge, understanding, ideas, concepts and skills that can be observed. Hasibuan

(1994) explains that performance is a comparison of actual achievements that can be

achieved with specified work performance. Besides that Kartono and Gulo (1985) define

performance as the maximum condition of the work achieved based on the type and

level of work, quantity and quality of work results in a certain period of time. While

Sahertian (1994) states performance as a position or task that concerns knowledge, skills

and distinctive characteristics of a person's behavior.

The appearance of work intended in this study is the result of an action or real

action in achieving achievements in accordance with the objectives of implementing the

IMTAQ Program policies as intended by the Asahan District Government Vision and

241

Mission as stated in the Asahan Regency RPJMD 2011 - 2015 and Asahan District Regulation Number 8 of 2011, so that implementers of activities in the field can produce real and quality work, full of responsibility and trustworthiness.

METHODOLOGY

This study uses a quantitative approach by looking at tiered causality relationships involving a number of input variables consisting of: training socialization, operational funds, information media, operational/technical guidelines, human resources, facilities and infrastructure and implementing organizations. Process variables consist of: fund selection and allocation, evaluation monitoring, executive administration, financial administration and workshops. Output variables consist of: Imtaq practice and practice, Al-Quran formation and the preservation of Islamic cultural arts. A sample of 552 respondents came from various elements of society, students, subdistrict heads, village heads / village heads and agencies / agencies in carrying out systematic, comprehensive and integrated religious development activities. The statistical analysis used in the form of Structural Equation Modeling (SEM) was developed by Karl Joreskog and Dag Sorbon with the analysis framework offered as shown below:

Sosialisasi Pelatihan (X_{1.1}) PENINGKATAN IMTAQ (Y_{2.1}) 215 OUTPUT PEMBINAAN AL-QURAN (Y_{2.2}) Operasional (X_{1,2}) IMTAO (n1) Media Informa (X_{1.3}) PENGEMBANGAN IMTAQ (ξ₁) β 2.1 (Y2.3) Juknis (X_{1.4}) IMTAQ (η₂) (X_{1.5}) ₽ 83 λ(*). Monitorig dan Evaluasi (Y.,) WORKSHOP ADMINISTRASI KEUANGAN (Y_{1.3}) **2**12 211

KERANGKA ANALISIS EVALUASI EFEKTIVITAS PROGRAM IMAM DAN TAQWA KABUPATEN ASAHAN

Picture: Research Analysis Framework

DOI: 10.30575/2017/IJLRES-2019050807

FINDINGS AND DISCUSSION

There are several successes that have been achieved by implementing the faith and taqwa program in Asahan district, North Sumatra. Among the programs that have been successfully implemented are the development of the Koran and the development of Islamic cultural arts. The success of the Al-Quran coaching program that was declared successful can be seen in the level of success of the MTQ that was implemented during the implementation of the IMTAQ program from 2011 to the present. Some of the successes of the MTQ implementation can be seen in the form: Establishment of MTQ judges in each Subdistrict, Maintenance of MTQ Activities routinely at the Village, Subdistrict and District Levels, Giving Qori / Qoriq quality capable of Competing at the Provincial Level, Giving Birth to Hafiz / Hafizhah, Sharil Tilawah and Fahmil Quran whose abilities have been recognized by the community starting at the village, subdistrict and regency and province levels, giving birth to teachers who study reliable and quality and reduce the level of illiteracy of the Koran to the community, government apparatus and students.

The success of the cultural arts sustainability program is seen based on two factors. First, it is seen from the participation of the community and government apparatus to increase the sustainability of Islamic cultural arts. Community participation and government apparatus for the implementation of programmed Islamic cultural arts development programs are manifested in the form of donations of goods, labor donations, donations of funds, donations of ideas and moral support. Second: seen from the participation of students in the students towards the improvement of Islamic cultural arts. The citizens of the students actively participated in the competition and presented at certain art events that had been programmed by the Asahan district government including: Albarzanzi, Hadrah, Nasyid, Qasyidah and marhaban. The success of the two programs in the IMTAK program that has been implemented in the Asahan district does not escape the factors that influence it, which are available in the input and output variables available.

The success of the faith and taqwa program in Asahan district as previously explained is the success of the Al-Quran development program and the program The development of Islamic cultural arts is believed to be implicitly caused by two strength factors in the formation of input programs namely media information and available

infrastructure. in carrying out the process of implementing the Imtaq program in Asahan district there are.

From the results of the study it was found that information media factors made a very significant contribution to the formation of inputs in influencing the success of the process and the overall sustainability of the Imtaq program by 51.84%. This success was stated by respondents as follows:

"The operational funds for information media needs, the adequacy of the number of information media, the dissemination of information media that are right on target and the content of information media as a socialization tool understood by the organizers of the IMTAQ program are the success factors in realizing and running the IMTAQ program in Asahan district"

The factors of facilities and infrastructure also contributed significantly to the formation of inputs to influence the success of the process and the overall sustainability of the Imtaq program by 51.41%. This success was stated by respondents as follows:

"The availability and completeness of the contents of the secretariat space from the village / sub-district, sub-district to the district level are stated to be sufficient in supporting the implementation of program processes and socialization to have a positive influence on the success of the IMTAQ program, especially on programs related to the success of the Qur'an and the development of Islamic cultural arts in Asahan district

The success of the process in implementing the IMTAQ program apart from the influence of the determinants given by the two input formation factors, namely media information and facilities and infrastructure factors, the success of this process is also very dependent on Financial Administration factors which form the process of implementing the program. This Financial Administration Factor significantly forms a process of 51.84% while influencing the success of the factor of the development of Islamic cultural arts and the guidance factor of the Koran in the success of the Imtaq diagram on the formation of output. This success was stated by respondents as follows:

"The suitability of the fields completed with the ability and educational background possessed by the program implementation team, so that the success of the work in the field of financial administration can be seen from the existence of complete documentation and filing that is well implemented. Furthermore, the success of the financial administration work is the realization of the compatibility between the

DOI: 10.30575/2017/IJLRES-2019050807

utilization of available funds and the previous budget funding plan with the fields of activities carried out."

The description of the previous findings is summarized in the following table:

Table
Validity and Reliability of Factors Forming Each Variablel

Faktor Pembentuk	Validitas	Kontribusi	Reliabilitas		61	TARTARET
			Koefisien	Persentasi	Sig	VARIABEL
Sosialisasi Pelatihan	0,45	44	0,67	44,89	0,027	INPUT
Dana Operasional	0,26	43	0,66	43,56	0,016	
Media Informasi	0,20	52	0,72	51,84	0,011	
Juklak/Juknis	0,19	44	0,66	43,56	0,011	
Sumber daya Manusia	0,45	45	0,67	44,89	0,026	
Sarana dan Prasarana	0,42	50	0,71	50,41	0,023	
Organisasi Pelaksana	0,39	47	0,68	46,24	0,022	
Seleksi dan alokasi	0,25	44	0,66	43,56	0,019	PROSES
Monitoring dan Evaluasi	0,26	42	0,65	42,25	0,021	
Administrasi Pelaksanaan	0,35	47	0,69	47,61	0,027	
Administrasi Keuangan	0,34	52	0,72	51,84	0,025	
Workshop	0,32	48	0,69	47,61	0,024	
Peningkatan Imtaq	0,28	48	0,69	47,61	0,019	OUTPUT
Pembinaan Al-Quran	0,24	50	0,71	50,41	0,021	
Pengembangan Seni Budaya Islam	0,25	53	0,73	53,29	0,027	
PASSING GREET						0,76

Based on the first hypothesis up to the fourth hypothesis previously it has been explained about which factors are thought to be the cause of why the implementation of the faith and piety program in Asahan district can run or not be able to run effectively and efficiently in order to achieve success. To find out how much the effectiveness of the implementation of the Imtaq program has been implemented so far, it can be seen based on two assessments. The first assessment, namely by looking at its success in general through the formation of latent variables. The latent variables intended in this case are the main variables in order to see the effectiveness of the IMTAQ program as long as it can run through a series of Input and Process performance, in producing Output performance. This first assessment is directly related to the conclusions of the second hypothesis up to the fourth hypothesis in this study. From this first assessment, it can also be stated whether the implementation of the IMTAQ program which has been implemented so far can be maintained or eliminated. The Second Assessment, namely by looking at each of the factors forming the main variables Input, Process and Output

in the context of its contribution to the success of the Imtaq program as expected by the Asahan district government so far.

1. First Assessment

Based on the results of the previous hypothesis analysis it is known that. There is a significant effect of Input variables through Process variables, significant influence of Input variables through output variables and significant effect of process variables on output variables.

The series that has been offered by the government has been considered good in order to improve the performance of the implementation of the faith and taqwa program in Asahan district. This is proven by implication with the increase in performance that occurs in the influence given by input variables and process variables simultaneously on the output variable whose coefficient value is 0.87 above the passing great value of 0.76. That is, based on the difference between these two values which is equal to 0.11%, it is predicted that each year there will be an increase in the imtaq program launched by the Asahan district government in reaping the success of the imtaq program that has been carried out so far by the community. The increase in the imtaq program from year to year of 0.11 also proves that the faith and taqwa program model that has been carried out by the Asahan district government has been scientifically accountable based on the model model contained in various theories. Thus the faith and taqwa program model which is used as scientific study material in this study can be used as evidence that the model sought so far can be used as an excuse as a step in continuing the next policy without having to look for a new policy model.

The model shown as proposed in this analysis can be justified through the output of the analysis displayed using the technique of Structural Equation Modeling (SEM).

Goodness of Fit Statistics

DOI: 10.30575/2017/IJLRES-2019050807

Percent Confidence Interval for ECVI = (0.42; 0.47). ECVI for Saturated Model = 0.69. ECVI for Independence Model = 8.08. Chi-Square for Independence Model with 171 Degrees of Freedom = 4432.80. Independence AIC = 4470.80. Model AIC = 227.04. Saturated AIC = 380.00. Independence CAIC = 4571.83. Model CAIC = 450.36. Saturated CAIC = 1390.26. Root Mean Square Residual (RMR) = 0.0067. Standardized RMR = 0.026. Goodness of Fit Index (GFI) = 0.97. Adjusted Goodness of Fit Index (AGFI) = 0.97. Parsimony Goodness of Fit Index (PGFI) = 0.76. Normed Fit Index (NFI) = 0.97. Non-Normed Fit Index (NNFI) = 1.00. Parsimony Normed Fit Index (PNFI) = 0.84. Comparative Fit Index (CFI) = 1.00. Incremental Fit Index (IFI) = 1.00. Relative Fit Index (RFI) = 0.96

The model is said to be compatible with the data analyzed in order to find a model that can be accounted for, with the assumption that the FIT model if fulfills several analysis requirements as follows: a) P value at Chi-Square = 146.50 (P = 0.52) greater than 0.05. b) the parameter value of Goodness of Fit Index (GFI) = 0.97 greater than 0.90. c) the parameter value of Goodness of Fit Index (AGFI) = 0.97 greater than 0.90. d) the parameter value of the Normed Fit Index (NFI) = 0.97. greater than 0.90. e) the parameter value of Non-Normed Fit Index (NNFI) = 1.00 approaches 1. f) the parameter value of Relative Fit Index (RFI) = 0.96 greater than 0.90

2. Second Assessment

Based on the results of the analysis of factors and contributions given by each factor to the output variable, as a summary of the results of the analysis of the pure contributions given by each factor in table 4.20, we can know several factors that must be corrected for each latent variable in order to improve performance on each variable, namely:

Latent variables Input factors that have been achieved and their contribution must be increased to process variables and Outputs: a) Training Socialization factors. In this factor, what must be improved is the accountability of participants towards understanding the training material, accountability for the dissemination of implementation in the field or towards the community. b) Special Operational Fund factors on how to plan carefully in order to use funds to be more appropriate to their needs and objectives so that their utilization is seen as effective and efficient. c). The operational / technical guidelines especially on how the process of preparing a manual

for conformity of content, readability of the meaning and rules that must be carried out both in quality and quantity of availability and more important in the dissemination and distribution of operational / technical guidelines to the community implementing the program. d) Human Resource Factors. In this factor the program implementers must have the right educational background in accordance with the problems faced, Work Experience, and work commitments. E) Organizational factors implementation, In this factor that must be improved is the organizational structure, division of tasks that are clear according to operational guidelines and the capacity of the elements that implement it.

The latent variable Process, the factors that have been achieved and still have to increase its contribution to the Output variable: a) Selection and Fund Allocation factors. In this factor, what must be improved is the availability of data for completeness of the allocation decree that will be informed to program implementers at each sub-district / kelurahan / village and school level as well as the community in order to facilitate the relocation of funds selection and allocation to be implemented later. as well as improvements in transparency and accountability for implementing the IMTAQ work program that has been implemented so far. c) MONEV factor. The increase in this factor is strongly related to the available HR. Conformity between monitoring and evaluation planning with the implementation schedule. The accuracy of the money results data as a reference material in future programming. d). Implementation Administration factors, in this factor are also very related to HR. what must be increased is the availability of a clear work schedule. Complete archival, documentation system and suitability of archives with program realization. e) Workshop factors. In this factor that must be improved and further improved is the level of discipline and responsibility of the workshop participants when participating in the training and if possible a clear sanction is made for those who violate the provisions when implementing this program.

Latent variable Output. the factors that have been achieved and still have to increase its contribution to the improvement of the faith and taqwa program: a) Imtaq Applying and Practicing factors In this factor that must be improved and further improved is understanding and practice in the form of: (1) Change in a Better Understanding for community, Government Apparatus and Student Citizens Against the Appreciation and Application of IMTAQ in terms of planting basic values of Islamic Aqeedah, Thoharoh Fiqh, Worship Fiqh, Marriage Fiqh, Muamalah Fiqh, Zakat and

DOI: 10.30575/2017/IJLRES-2019050807

Sharia Economy, Understanding of Heretics, Understanding Implementation Procedures Imam and Khotib, Understanding the Implementation of Fardhu Kifayah, Understanding the Basic Concepts of Halal Food, Understanding Knowledge about Mosque Management both Society, Government Apparatus and Student Citizens, and Understanding Knowledge About Qibla Direction; 2) Changes in a better direction for the community, government apparatus and students towards the implementation and practice of IMTAQ in terms of: Sakinah Family Practice, mawaddah, warahmah (Samara), Producing Qualified Dai, Presence of Work in the form of Bulletins produced by Community, Government Apparatus and Student Citizens related to IMTAQ Improvement, Active Community Participation, Government Apparatus and Student Citizens in Celebrating PHBI

Based on a study of the factors that influence the effectiveness of the IMTAQ program in Asahan Regency carried out so far, as shown in the contribution of each factor to the level of success that has been achieved the researcher concludes that the failure of the faith and taqwa program in Asahan district more due to the readiness of Media Information, Infrastructure and financial administration. The researcher believes that the imtaq program that has been realized by the Asahan district government since 2011 until now has been prepared in several components in the Management Information System (SIM) including: a) human components (b), b) Hadware Resource, c) Software Resource, d) Resource data. e) Network Resource. Apart from the above factors which also influence the effectiveness of the program is the strong implementation from the point of management functions themselves, among others: planning, organizing, controlling and evaluating.

CONCLUSION

This study presents several conclusions as follows:

- 1. All factors are valid or have a significant influence on the formation of each of the latent variables, the latent variables in question are: Input latent variables, process latent variables, and output latent variables
- 2. Factors in the dissemination of training, operational funds, information media, operational / technical guidelines, human resources, facilities and infrastructure and implementing organizations affect the success of fund

- selection and allocation, monitoring evaluation, administrative implementation, administration and workshops in realizing the success of the IMTAQ program in the regency Asahan. Where as a determinant of the existence of these influences lies in the media factors of information and infrastructure in supporting the success of Financial Administration.
- 3. Factors in the dissemination of training, operational funds, information media, operational / technical guidelines, human resources, facilities and infrastructure as well as implementing organizations affect the success of the development of the Qur'an and the development of Islamic cultural arts in Asahan district. As a determinant of the existence of these influences lies in the media factors of information and infrastructure in supporting the success of Financial Administration
- 4. Factors of fund selection and allocation, evaluation of monitoring, administration of implementation, administration of implementation and workshops influence the success of the development of the Koran and the development of the art of Islamic culture in Asahsan district..

BIBILIOGRAPHY

- Anderson, C, Arnold. (1983). Educational and economic development. Chicago: Publ. Co.
- Campbell, R. F. at al. (1993). Introduction to Educational Administration. Boston: Allyn Bacon Company.
- Dessler, Garry. (1978). Organization and management: A contingency approach. Englewood Cliffs, New York: Prentice- Hall.
- Encyclopaedie van Nederlands-Indie. (1935). The Hague: Martinus Nijhoff. Dlm. Ariffin Omar. (1999). Revolusi Indonesia dan bangsa-bangsa Melayu, Runtuhnya kerajaan-kerajaan Melayu Sumatera Timur pada tahun 1946. Pulau Pinang: Penerbit Universiti Sains Malaysia.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). Multivariate Data Analysis. New Jersey: Prentice Hall
- Hasibuan H,M (2000). Organisasi dan Motivasi dalam Peningkatan Produktivitas. Jakarta: Bumi Aksara
- Hough. J. R. (1984). Educational Policy. An International survey. New York: St. Matrin's. Hulland, J., Chow, W. H., & Lam, S. (1996). Use of causal models in marketing research: A review. International Journal of Research in Marketing 13: 181-197.
- Irawan, Prasetya. (1997). Manajemen Sumberdaya Manusia. Jakarta: STIA-LAN
- Karl Joreskog and Dag Sorbon (1999). Interactive LISREL. User's Guide, Scientific Software International, Inc., New Jersey

DOI: 10.30575/2017/IJLRES-2019050807

Karl Joreskog and Dag Sorbon (1999). Interactive LISREL. User's Guide, Scientific Software Internatio (1996). Lisrel 8: Structural Equation Modeling With the Simplis Commond Language, Scientific Sofware International, Inc., Nort Lincoln

Karl Joreskog and Dag Sorbon (1999). Interactive LISREL. User's Guide, Scientific Software Internatio (1998). Prelis: A Program for Multivariate Data Sceening and Data Summarization, Second edition, Scientific Software International, Inc., Mooresville.

Komarudin. (1994). Managemen Berdasarkan Sasaran. Jakarta: Bumi Aksara.

Koontz, Harold. (1972). Principles of management. New York: McGrraw Hill Book.

Luthan S, Fred. (1985). Organizational Behavior. New York: McGraw-Hill Book

Rich, J. M. (1974). New Direction in Educational Policy. Nebraska: Professional Educators Publishing Inc.

Sahertian, A. Piet. (1994). Profil Pendidikan Profesional. Yokyakarta: Andi Ofset.

Saiful Sagala, (2002). Administrasi pendidikan kontemporer. Bandung: Alfabeta

Soetjipto dan Reflis Kosasi. (1999). Profesi Keguruan. Jakarta: Rineka Cipta.

Steers, R.M dan Layman, W. P. (1983). Motivation and work behavior. New York: McGaw Hill Book Company.

Steers, Richard M. (1990). Efektivitas Organisasi, (Terjemahan Tim Erlangga), Jakarta: Erlangga

Tuckman, Bruce. (1977). Instructor's Manual for Human Communication. New York: Harcourt Brace Jovanovich, Inc.