

**IMPLEMENTASI PLC (PROFESSIONAL LEARNING COMMUNITY)  
DI SEKOLAH SD GAGAS CERIA BANDUNG**

**TESIS**

Diajukan untuk Memenuhi Sebagian dari Syarat  
Memperoleh Gelar Magister Pendidikan  
Program Studi Administrasi Pendidikan



Oleh:

GW Wulandari Sianipar  
NIM 1707124

**PROGRAM STUDI ADMINISTRASI PENDIDIKAN  
SEKOLAH PASCASARJANA  
UNIVERSITAS PENDIDIKAN INDONESIA  
2019**

**IMPLEMENTASI PLC (PROFESSIONAL LEARNING COMMUNITY)  
DI SEKOLAH SD GAGASERIA BANDUNG**

Oleh  
**GW WULANDARI SIANIPAR**

Sebuah Tesis yang diajukan untuk memenuhi salah satu syarat memperoleh gelar  
Magister Pendidikan (M.Pd.) pada Program Studi Administrasi Pendidikan  
Sekolah Pascasarjana Universitas Pendidikan Indonesia Bandung

© Wulan 2019  
Universitas Pendidikan Indonesia  
Oktober 2019

Hak Cipta dilindungi undang-undang. Tesis ini tidak boleh diperbanyak  
seluruhnya atau sebagian, dengan dicetak ulang, difoto kopi, atau cara  
lainnya tanpa izin dari penulis.



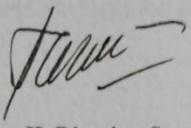
LEMBAR PENGESAHAN

GW WULANDARI SIANIPAR  
NIM. 1707124

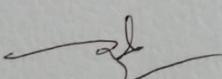
IMPLEMENTASI PLC (PROFESSIONAL LEARNING COMMUNITY)  
DI SEKOLAH SD GAGASERIA BANDUNG

Disetujui dan Disahkan Oleh Pembimbing:

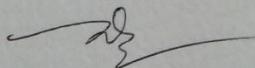
Pembimbing I

  
Prof. Dr. H. Djam'an Satori, MA.  
NIP. 195008021973031002

Pembimbing II

  
Prof. Dr. Hj. Aan Komariah, M.Pd.  
NIP. 197005241994022001

Mengetahui,  
Ketua Program Studi Administrasi Pendidikan  
Sekolah Pascasarjana  
Universitas Pendidikan Indonesia

  
Prof. Dr. Hj. Aan Komariah, M. Pd  
NIP. 197005241994022001

## **LEMBAR PENGESAHAN**

**GW WULANDARI SIANIPAR**  
**NIM. 1707124**

### **IMPLEMENTASI PLC (PROFESSIONAL LEARNING COMMUNITY) DI SEKOLAH SD GAGASERIA BANDUNG**

Disetujui dan Disahkan Oleh Pembimbing:

Pembimbing I

**Prof. Dr. H. Djam'an Satori, MA.**  
NIP. 195008021973031002

Pembimbing II

**Prof. Dr. Hj. Aan Komariah, M.Pd.**  
NIP. 197005241994022001

Mengetahui,  
Ketua Program Studi Administrasi Pendidikan  
Sekolah Pascasarjana  
Universitas Pendidikan Indonesia

**Prof. Dr. Hj. Aan Komariah, M. Pd**  
NIP. 197005241994022001

## **ABSTRAK**

**GW Wulandari Sianipar, (2019). Tesis: “Implementasi PLC (*Professional Learning Community*)” di sekolah SD GagasCeria**

Sebagai Sumber Daya Manusia yang menjadi sumber penyalur pendidikan, guru memegang peranan penting yang perlu diperhatikan. Kinerja guru yang baik dapat diupayakan dengan adanya program pembelajaran sebagai tenaga *professional* yang salah satunya dapat dilakukan dengan melaksanakan PLC (*Professional Learning Community*). Penelitian ini menggambarkan bagaimana proses pelaksanaan PLC (*Professional Learning Community*) di sekolah SD GagasCeria yang beralamat di Jalan Malabar No. 61 Kec. Lengkong, Kota Bandung. Penelitian ini ingin menjawab beberapa pokok permasalahan, yaitu: (1)

Mendapatkan informasi mengenai pemahaman kepala sekolah dan guru di SD GagasCeria terhadap *Professional Learning Community*; (2) bagaimana bentuk kegiatan *Professional Learning Community* di sekolah SD GagasCeria, (3) bagaimana gambaran dari dampak *Professional Learning Community*; dan (4) apa saja masalah-masalah yang dihadapi dalam dalam pengimplementasian PLC dan cara mengatasinya. Penelitian ini menggunakan metode deskriptif pendekatan kualitatif, pengumpulan data dilakukan dengan wawancara mendalam dan observasi serta kajian dokumentasi. Informan penelitian adalah Kepala sekolah, guru divisi pengembangan guru di sekolah SD GagasCeria. Berdasarkan hasil temuan pada penelitian, peneliti menemukan bahwa: (1) sekalipun tidak mengetahui arti secara harfiah dari *Professional Learning Community*, akan tetapi sekolah SD GagasCeria sudah melaksanakan kegiatan-kegiatan yang merupakan gambaran dari *Professional Learning Community*, (2) selanjutnya, untuk kegiatan yang berupa PLC yang diadakan di sekolah SD GagasCeria, yaitu berupa sharing antar guru, melibatkan narasumber yang diundang sesuai dengan keahlian yang diperlukan dan juga dalam bentuk *lesson study*. (3) Dampak yang dirasakan dari pelaksanaan *Professional Learning Community* adalah bahwa PLC dirasakan membantu guru dalam banyak hal, antara lain: dalam pengelolaan kelas, strategi pembelajaran, wawasan guru dan juga motivasi mengajar. Hal ini membantu kepala sekolah dalam tugas supervisi dan juga membantu divisi pengembangan guru dalam menjalankan tugasnya. (4) Kendala-kendala yang terjadi selama menjalankan proses *Professional Learning Community* adalah motivasi pribadi dari setiap guru, keterbatasan waktu dan dukungan dari kepala sekolah sebagai pimpinan, keluarga, juga rekan-rekan kerja. Selanjutnya rekomendasi dari peneliti adalah agar *professional learning* yang telah dijalankan dapat terus dikembangkan sehingga bisa menjadi sekolah model untuk dapat diadopsi oleh sekolah-sekolah lainnya dalam rangka meningkatkan kualitas guru yang akhirnya berdampak pada siswa dan peningkatan sekolah secara luas.

**Kata kunci:** *Professional Learning Community, Kelompok Guru Belajar, Komunitas Pembelajaran*

## **ABSTRACT**

**GW Wulandari Sianipar, (2019). Thesis: "Implementation of PLC (Professional Learning Community)" at SD GagasCeria school**

As Human Resources who become a source of education suppliers, teachers play an important role that needs attention. Good teacher performance can be pursued by the learning program as a professional, one of which can be done by implementing a PLC (Professional Learning Community). This study illustrates how the process of implementing PLC (Professional Learning Community) in GagasCeria Elementary School, located at Jalan Malabar No. 61 Ke. Lengkong, City of Bandung. This research wants to answer several main issues, namely: (1) Obtaining information about the understanding of principals and teachers at GagasCeria Elementary School on Professional Learning Community; (2) what is the form of Professional Learning Community activities at GagasCeria Elementary School, (3) what is the picture of the impact of Professional Learning Community; and (4) what are the problems encountered in implementing PLC and how to overcome them. This research uses a descriptive qualitative approach, data collection is done by in-depth interviews and observations and study of documentation. The research informant was the principal, teacher teacher development division at GagasCeria Elementary School. Based on the findings of the study, the researchers found that: (1) even though they did not know the literal meaning of the Professional Learning Community, the GagasCeria Elementary School had carried out activities that represented the Professional Learning Community, (2) furthermore, for activities that were in the form of PLC held at GagasCeria Elementary School, namely in the form of sharing between teachers, involving invited speakers according to the expertise required and also in the form of lesson study. (3) The perceived impact of implementing Professional Learning Community is that the PLC is felt to help teachers in many ways, including: in classroom management, learning strategies, teacher insights and also motivation to teach. This helps the principal in supervising assignments and also helps the teacher development division in carrying out their duties. (4) The constraints that occur during the Professional Learning Community process are the personal motivation of each teacher, the limited time and support of the principal as the leader, family, and colleagues. Furthermore, the recommendation of the researcher is that professional learning that has been carried out can continue to be developed so that it can become a model school to be adopted by other schools in order to improve the quality of teachers which ultimately has an impact on students and improvements to schools at large viewpoint.

**Keywords:** Professional Learning Community, Teacher Learning Groups, Learning Communities

## **DAFTAR ISI**

LEMBAR PENGESAHAN.....	i
PERNYATAAN.....	ii
ABSTRAK.....	iii
ABSTRACT.....	iv
KATA PENGANTAR.....	v
UCAPAN TERIMA KASIH.....	vi
DAFTAR ISI.....	viii
DAFTAR TABEL.....	x
DAFTAR GAMBAR.....	xi
DAFTAR LAMPIRAN.....	xii
<b>BAB I PENDAHULUAN.....</b>	<b>1</b>
1.1 Latar Belakang Penelitian.....	1
1.2 Identifikasi dan Fokus Kajian.....	5
1.3 Rumusan Masalah.....	6
1.4 Tujuan Penelitian.....	6
1.5 Manfaat Penelitian.....	7
1.6 Struktur Organisasi Tesis.....	7
<b>BAB II. KAJIAN TEORI DAN KERANGKA PEMIKIRAN.....</b>	<b>9</b>
2.1 Profesi Guru.....	9
2.2 Manajemen Berbasis Sekolah (MBS).....	18
2.3 Komunitas Pembelajaran ( <i>Learning Community</i> ).....	24
2.4 <i>Professional Learning Community</i> .....	27
2.5 Penelitian Terdahulu.....	32

2.6 Kerangka Penelitian.....	35
<b>BAB III METODOLOGI PENELITIAN.....</b>	<b>36</b>
3.1 Metode Pendekatan Penelitian.....	36
3.2 Desain Penelitian.....	36
3.3 Lokasi dan Waktu Penelitian.....	39
3.4 Subyek Penelitian.....	40
3.5 Data dan Sumber Data Penelitian.....	40
3.6 Tahapan dan Teknik Pengumpulan Data.....	42
3.7 Prosedur dan Analisis Data Penelitian.....	48
3.8 Uji Tingkat Validitas Data.....	50
<b>BAB IV TEMUAN DAN PEMBAHASAN.....</b>	<b>58</b>
4.1 Hasil Penelitian.....	58
4.1.1 Pemahaman.....	58
4.1.2 Bentuk Kegiatan.....	60
4.1.3 Dampak Kegiatan.....	61
4.1.4 Masalah yang Timbul.....	62
4.2 Pembahasan Hasil Penelitian.....	64
4.2.1 Pemahaman.....	64
4.2.2 Bentuk Kegiatan.....	65
4.2.3 Dampak Kegiatan.....	70
4.2.4 Masalah yang Timbul.....	70
<b>BAB V KESIMPULAN DAN REKOMENDASI.....</b>	<b>72</b>
5.1 Kesimpulan.....	72
5.1.1 Pemahaman Professional Learning Community.....	73
5.1.2 Bentuk Kegiatan.....	73
5.1.3 Dampak Professional Learning Community.....	74
5.1.4 Masalah dalam Pelaksanaan <i>Professional Learning Community</i> ....	74

5.2 Rekomendasi.....	75
DAFTAR PUSTAKA.....	78

## **DAFTAR PUSTAKA**

- A. Furqon, D. Satori, A. Komariah, A. Suryana. 2017. *The Existence of Schools as Professional Learning Community (PLC)*, (Advances in Social Science, Education and Humanities Research, Vol. 173), Universitas Pendidikan Indonesia Bandung
- Ainley, J. & McKenzie, P. 2000. School Governance: *Research on Educational and Management Issues*. *International Education Journal* Vol 1, No 3, 2000. <http://www.flinders.edu.au/education/iej>.
- Ali Imron. 1995. *Pembinaan Guru di Indonesia*. Jakarta: Pustaka Jaya.
- Antinluoma, Markku, dkk. 2018. Schools as Professional Learning Communities. *Canadian Center of Science and Education: Journal of Education and Learning*. Vol. VII, No. 5. <https://doi.org/10.5539/jel.v7n5p76> Arikunto, S. 2006. *Metode Penelitian Kualitatif*. Jakarta: Bumi Aksara.
- Bambang Sumintono, Nora Mislan, & H.S. 2014. School Committee: An Implementation of School Based Management Policy at School Level in Indonesia.
- Burns, M, Menchaca, & Dimock, V. 2001. Applying technology to restructuring and learning. *Technology Assistance Program into Learning*. *Journal of Educational Development Laboratory*, 3:1-12.
- Cansoy, Ramazan. 2017. Examining the Relationships Between the Level of Schools for Being Professional Learning Communities and Teacher Professionalism. *Malaysian Online Journal of Educational Sciences*. Vol. V, No. 3. <http://moj-es.net>
- Carter V. Good, 1977. *Dasar Konsep Pendidikan Moral*. Bandung: Alfabeta
- Cepi Triana, 2015. *Membangun Komunitas Belajaran Profesional Untuk Meningkatkan Mutu Pendidikan di Sekolah*, (Jurnal Administrasi Pendidikan, Vol. 22, No. 1, 2015), Program Studi Administrasi Pendidikan Sekolah Pacasarjana Universitas Pendidikan Indonesia Bandung
- Creswell, J. 1998. *Qualitative Inquiry and Research Design: Choosing Among Five Tradition*, 2
- Danim, Sudarwan. 2002. *Menjadi Peneliti Kualitatif*, Bandung: Pustaka Setia.

- Daryanto & Rachmawati, Tutik. 2015. *Supervisi Pembelajaran*. Yogyakarta: Gava Media.
- DuFour,R. & Eaker, R. 1998. *Professional learning community at work: Best Practices for enhancing student achievement*. Alexandria, VA: Association for supervision and Curriculum Development.
- Dufour R., Eaker R. & National Center for Education and Innovation. 1999. *Professional Learning Communities at Work: Best Practices for Enhancing Student Achievement*. Bloomington, IN:Solution Tree.
- Dufour R.,Eaker R. & Many. 2006.*Learning by Doing; A Handbook for Professional Learning Communities at work*, IN: Solution Tree.
- Dufour, R. & Eaker R. 2008. *Revisiting Professional Learning Communities at Work: New Sight for Improving Schools*. Bloomington, IN: Solution Tree.
- DuFour, R., & Eaker R. 2009.*On common ground: The power of professional learning communities*. Solution Tree Press.
- DuFour R.2004. *What is professial learning community?* *Educational Leadership*
- Ferguson, K. 2013. *Organizing for professional learning communities*.
- Engkoswara, 2001. *Paradigma Manajemen Pendidikan Menyongsong Otonomi Daerah*. Bandung: Yayasan Amal Keluarga.
- Engkoswara dan Komariah Aan. 2010. *Administrasi Pendidikan*. Bandung: Alfabeta.
- European Commission. 2010. *Teachers' professional development:Europe in International Comparison, a Secondary Analysis based on the TALIS dataset*. Ed:Jaap Scheerens. Luxembourg.
- Gilbert, Kristen, dkk. 2018. Increasing self-efficacy through immersive simulations: Leading professional learning communities. *Journal of Leadership Education*. Vol. XVII, No. 5.
- Hadis, Abdul dan B, Nurhayati , 2012. *Manajemen Mutu Pendidikan*; Alfabeta: Bandung.
- Hargreaves, A., & Shirley, D. 2009. *The fourth way: The inspiring future for educational change*. San Francisco: Corwin Press.
- Harris, A dan Chrispeels J, 2008. *International Perspectives on School Improvement*; Routledge: London.
- Harris,A. 2011. *System Improvement Through Collective Capacity Building*, Jurnal of Educational Administration, Vol. 49.

- Harris, A & Jones, M. (2015). Professional Learning Communities and System Improvement. *University of Pittsburgh*. Vol. XIII, No. 2. <http://www.imp.sagepub.com>
- Hartati Sukirman dkk, 2007. *Administrasi dan Supervisi Pendidikan*, Fakultas Ilmu Pendidikan Universitas Negeri Yogyakarta, Yogyakarta: UPP UNY.
- Hasibuan, Malayu. 2009. *Manajemen Sumber Daya Manusia*. Bumi Aksara,. Jakarta.
- Hord, M Shirley, 2004. *Learning Together Leading Together: Changing School Through Professional Learning Communities*. Teachers College Columbia University: New York.
- Hurley, Noel, dkk. 2016. An Investigation of the Relationship between Professional Learning Community Practices and Student Achievement in an Eastern Canadian School Board. *Canadian Journal of Educational Administration and Policy*.
- Ibrohim.2010.*Bahan Belajar Lesson Study*.Jakarta:PMPTK-Bindiklat
- Kadarisman, M. 2012. *Manajemen kompensasi*. Jakarta: Rajawali pers
- Kelly, J. & Cherkowski, S. 2015. Collaboration, collegiality, and collective reflection: A case study of professional development for teachers. *Canadian journal of Education administration and policy*, 169
- Kokom Komalasari. 2010. *Pembelajaran Kontekstual: Konsep dan Aplikasi*, Bandung: Refika Aditama.
- Komariah Aan & Triatna C. 2010. *Visionary Leadership: Menuju Sekolah Efektif*. Jakarta: Penerbit Bumi Aksara
- Lieberman and Lynne Miller. 2008. *Teachers in Professional Communities: Improving Teaching and Learning*. 2008. New York: Teachers College Press
- Lill Langelotz. 2013. *Teachers Peer Group Mentoring Nine Steps to Heaven*. Sweden: Journal of Education Inquiry, Vol. 4, No. 2, Center for Teaching and Learning (CLU), University of Boras.
- Li, Yang & Tu, Chia-Ching. 2018. Research on the Influencing Factors of High School English Teacher Professional Learning Community Evaluation in Changchun, China. . *Canadian Center of Science and Education: Journal of English Language Teaching*. Vol XI, No. 5. <http://doi.org/10.5539/elt.v11n5p104>
- Imron, A. dan IKIP Malang. 1995. *Pembinaan guru di Indonesia*. Jakarta: Pustaka Jaya
- Moleong,L, J., 2010. *Metodologi Penelitian Kualitatif*. Edisi Revisi. Bandung: Remaja Rosdakara

- Mulyasa E. 2004. *Manajemen Berbasis Sekolah, Konsep, Strategi dan Implementasi*. Bandung: PT Remaja Rosdakarya.S
- Ning H.k, Lee D & Lee W.O. 2015. *Relationships Between Teacher Value Orientations, Collegiality, And Collaboration In School Profesional Learning Communities*. Singapore: Social Psychology Educations
- Peraturan Menteri Pendidikan Nasional Nomor 13 Tentang Standar Kepala Sekolah
- Peraturan Menteri Pendidikan Nasional Nomor 35 Tahun 2010 Tentang Petunjuk Teknis Pelaksanaan Jabatan Fungsional Guru dan Angka Kreditnya
- Permana Johar, *Model Pengembangan Profesi Guru Melalui Professional Learning Community di Sekolah Menengah*. Jurnal Administrasi Pendidikan, Vol. XXIII, No. 1, April 2016.
- Sagala Syaiful, 2005. *Konsep dan Makna Pembelajaran Untuk Membantu Memecahkan Problematika Belajar dan Mengajar*. Bandung: Alfabeta
- Sagala, Syaiful. 2010. *Supervisi Pembelajaran dalam Profesi Pendidikan*. Bandung: Alfabeta.
- Siagian, Sondang.2002. *Kepemimpinan Organisasi & Perilaku Administrasi*, Jakarta: Penerbit Gunung Agung
- Soetjipto, R. K. 2009. *Profesi keguruan*, Jakarta: Rineka Cipta
- Sompong, Samoot. 2015. The Development of Professional Learning Community in Primary Schools. *Academic Journal: Educational Research and Reviews*. Vol. X, No. 21. <http://www.academicjournals.org/ERR>
- Sims, Rachel. (2015). Examination of a Failed Professional Learning Community. *Journal of Education and Training Studies*. Vol. III, No. 1. <http://dx.doi.org/10.11114/jets.v3i1.558>
- Satori, Djam'an. 2010. *Konsep Dasar Administrasi Pendidikan dan Supervisi Pendidikan*. Bandung. Prodi Adpen SPS UPI
- Satori Djam'an, Meirawan Danny & Komariah Aan. 2013. Model Pengembangan Kapasitas Manajemen Sekolah (School Capacitybuilding) Untuk Meningkatkan Mutu Pendidikan. *Jurnal Administrasi Pendidikan UPI*. Vol, XVII No. 1
- Satori, Djam'an & Komariah Aan. 2014. *Metodologi Penelitian Kualitatif*. Bandung: Penerbit Alfabeta
- Satori Djam'an & Komariah Aan. 2015. Model of management Capacity building for Improving the Quality of School.
- Satori Djam'an. 2016. *Pengawasan dan Penjaminan Mutu Pendidikan*. Bandung: Penerbit Alfabeta

- Sugiyono, 2001. *Metode Penelitian*, Bandung: Alfabeta.
- Suhardan, Dadang. 2010. *Supervisi Professional*. Bandung : Alfabeta
- Suryana A. 2009. Sejarah MBS dan Penerapannya di Indonesia
- Suyatno.2009. *Menjelajah Pembelajaran Inofatif*. Sidoarjo:Masmedia Buana Pusaka
- Thompson, S. C, Greff, L., & Niska, J. M. 2004. Professional Learning Communities, Leadership, and Student Learning. *RMLE Online*, 28(1),115
- Tjutju Yuniarhsih, Suwatno. 2008. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
- Usman, M. U. 2002. *Menjadi guru profesional*. Bandung: Remaja Rosdakarya
- Undang-Undang Dasar Republik Indonesia tahun 2003
- Villegas-Reimers, E. 2003. *Teacher Professional Development: An International Review of the Literature*. Paris: UNESCO International Institute for Educational Planning.