

ABSTRAK

SUHARJO, NIM. 8206119003. “Pengembangan Model Kepemimpinan Transformasional Dalam Meningkatkan Kinerja Guru SMA Negeri di Kota Medan”. *Disertasi*. Program Studi Manajemen Pendidikan. Pascasarjana Universitas Negeri Medan.

Penelitian ini bertujuan untuk mengembangkan model kepemimpinan transformasional dalam meningkatkan kinerja guru SMA Negeri di Kota Medan berbasis kearifan lokal, yang selanjutnya disebut sebagai Model KITA-GURU. Penelitian ini bertujuan untuk: (1) mengidentifikasi karakteristik kepemimpinan transformasional yang ideal, (2) mengembangkan model kepemimpinan transformasional berbasis kearifan lokal, (3) menguji kepraktisan dan keefektifitas model kepemimpinan transformasional dalam meningkatkan kinerja guru.

Penelitian ini merupakan penelitian pengembangan (*Research and Development*) yang mengacu pada model Borg & Gall dengan 10 tahapan. Model yang dikembangkan mengintegrasikan nilai-nilai kearifan lokal yang meliputi harmoni, stabilitas, dan kerja sama dalam membangun hubungan kepemimpinan yang kondusif; adaptasi, kontekstualitas, dan keberlanjutan dalam pengambilan keputusan dan pengelolaan sekolah; makna, inspirasi, dan identitas dalam membangun motivasi dan keteladanan kepemimpinan; partisipasi dan budaya kolektif dalam penguatan kolaborasi; serta inklusivitas, sensitivitas budaya, dan etika moral lokal dalam menciptakan iklim kerja yang adil dan berkelanjutan. Instrumen penelitian terdiri atas kepemimpinan transformasional sebanyak 40 butir (36 butir valid, reliabilitas 0,933) dan instrumen kinerja guru sebanyak 40 butir (35 butir valid, reliabilitas 0,963). Uji coba model dilakukan secara bertahap, meliputi uji pra model pada 4 SMA (60 guru), uji coba tahap I pada 7 SMA (105 guru), uji coba tahap II pada 7 SMA (105 guru), dan uji coba tahap III pada 12 SMA (180 guru).

Hasil penelitian menunjukkan bahwa penerapan Model KITA-GURU secara konsisten dan berkelanjutan mampu meningkatkan kepemimpinan transformasional kepala sekolah dan kinerja guru. Peningkatan tersebut terlihat dari pergeseran kategori kepemimpinan transformasional dan kinerja guru dari kategori kurang dan cukup menuju kategori cukup dan tinggi pada setiap tahap uji coba. Integrasi nilai-nilai kearifan lokal terbukti memperkuat efektivitas kepemimpinan transformasional melalui terciptanya iklim kerja yang harmonis, partisipatif, dan berorientasi pada keberlanjutan, yang selanjutnya berdampak positif terhadap peningkatan kinerja guru.

Berdasarkan temuan tersebut, dapat disimpulkan bahwa Model KITA-GURU valid, efektif, dan layak diterapkan sebagai model pengembangan kepemimpinan transformasional kepala sekolah berbasis kearifan lokal dalam meningkatkan kinerja guru SMA Negeri di Kota Medan.

Kata Kunci: Kepemimpinan Transformasional, Kinerja Guru, Kearifan Lokal, Penelitian Pengembangan, Model KITA-GURU.

ABSTRACT

SUHARJO, NIM. 8206119003. "Development of a Transformational Leadership Model to Improve the Performance of State Senior High School Teachers in Medan". Dissertation. Educational Management Study Program. Postgraduate Program, State University of Medan.

This study aims to develop a transformational leadership model to improve the performance of public senior high school teachers in Medan City based on local wisdom, hereafter referred to as the KITA-GURU Model. Specifically, this study seeks to: (1) identify relevant characteristics of transformational leadership, (2) develop a transformational leadership model based on local wisdom, and (3) examine the validity and effectiveness of the model in improving teacher performance.

This study employed a Research and Development (R&D) approach based on the Borg and Gall model, which consists of ten stages. The developed model integrates local wisdom values, including harmony, stability, and cooperation in fostering a conducive leadership relationship; adaptation, contextualization, and sustainability in decision-making and school management; meaning, inspiration, and identity in strengthening leadership motivation and role modeling; participation and collective culture in enhancing collaboration; as well as inclusivity, cultural sensitivity, and local moral ethics in creating a fair and sustainable work climate. The research instruments consisted of a transformational leadership instrument with 40 items (36 valid items; reliability coefficient = 0.933) and a teacher performance instrument with 40 items (35 valid items; reliability coefficient = 0.963). The model was tested in stages, including a pre-model trial in 4 schools (60 teachers), Stage I trials in 7 schools (105 teachers), Stage II trials in 7 schools (105 teachers), and Stage III trials in 12 schools (180 teachers).

The results indicate that the implementation of the KITA-GURU Model consistently and sustainably improved principals' transformational leadership and teacher performance. This improvement was evidenced by a shift in leadership and performance categories from low and moderate to moderate and high across all trial stages. The integration of local wisdom values was proven to strengthen the effectiveness of transformational leadership by creating a harmonious, participatory, and sustainability-oriented work climate, which in turn positively affected teacher performance.

Based on these findings, it can be concluded that the KITA-GURU Model is valid, effective, and feasible for use as a transformational leadership development model for public senior high school principals in Medan City.

Keywords: Transformational Leadership, Teacher Performance, Local Wisdom, Research and Development, KITA-GURU Model.