

## ABSTRAK

**SURIANI SANTATI SIMATUPANG. Pengembangan Model Kepemimpinan Kepala Sekolah Berbasis *Technological Pedagogical And Content Knowledge* (TPACK) Untuk Meningkatkan Kinerja Guru Di SD Negeri No 104607 Sei Rotan, Kecamatan Percut Sei Tuan, Kabupaten Deli Serdang.** Tesis. Medan: Program Studi Administrasi Pendidikan, Program Pascasarjana Universitas Negeri Medan 2019

Penelitian ini bertujuan menemukan model dan mengetahui keefektifan model kepemimpinan kepala sekolah berbasis TPACK dan menghasilkan sebuah produk berupa buku panduan pelatihan pengembangan model kepemimpinan kepala sekolah berbasis *Technological Pedagogical Content And Knowledge* (TPACK). Subjek penelitian ini kepala sekolah dan guru SD Negeri No 104607 Sei Rotan, Kecamatan Percut Sei Tuan, Kabupaten Deli Serdang. Jenis penelitian ini yaitu pengembangan. Penelitian ini menggunakan model ADDIE yaitu tahap analisis kebutuhan, tahap perancangan (design), tahap pengembangan (development), tahap implementation dan tahap Evaluasi. Teknik pengumpulan data dilakukan melalui wawancara, angket, dan analisis dokumentasi. Analisis data menggunakan data kuantitatif dan kuanlitatif. Hasil penelitian menunjukkan bahwa: 1) Penelitian ini menghasilkan sebuah model yang bertujuan untuk meningkatkan kinerja guru di sekolah, sebagai berikut: (a) kepala sekolah memperhatikan kebutuhan guru (b) kepala sekolah berkomunikasi secara efektif (c) kepala sekolah memberi teladan kepada bawahan (d) kepala sekolah menumbuhkan semangat bawahan dan (e) kepala sekolah meningkatkan kompetensi bawahan. 2) Keefektifan pengembangan peserta pelatihan melalui pre-test dan post-test menunjukkan adanya peningkatan kemampuan kepala sekolah dan guru dalam penggunaan TPACK. Hasil data pre-test keseluruhan peserta pelatihan terkhusus kepala sekolah, bahwa rata-rata *pre-test* kepala sekolah diperoleh hasil nilai 64,6 dengan persentasi yang dihasilkan 2582,9 %, dan di golongan kategori baik. Selanjutnya untuk hasil *post-test* kepala sekolah diperoleh nilai 91,4 dengan persentasi yang dihasilkan 3474,3% dan dapat di kategorikan sangat baik. Adapun perubahan signifikan yang terjadi sebesar 886,1%. Maka dari data tersebut dapat ditegaskan adanya peningkatan TPACK kepala sekolah setelah mengikuti pelatihan model kepemimpinan kepala sekolah berbasis TPACK. Sedangkan hasil data *pre-test* peserta pelatihan untuk guru diperoleh rata-rata nilai untuk kategori cukup ada 14 pernyataan dengan presentase 52-60%, kategori baik 6 pernyataan dengan presentase 61,33-65,33%. Sehingga diperoleh hasil data keseluruhan *pre-test* 57,73% dengan kategori cukup. Sedangkan rata-rata *post-test* peserta pelatihan semuanya kategori sangat baik dengan presentase 82,67-93%. Sehingga diperoleh hasil data keseluruhan *post-test* 87,21% dengan kategori sangat baik.

**Kata kunci:** Kepemimpinan Kepala Sekolah, *Technological Pedagogical And Content Knowledge* (TPACK), Kinerja Guru

## ABSTRACT

**SURIANI SANTATI SIMATUPANG. Development of a Principal Leadership Model Based on Technological Pedagogical And Content Knowledge (TPACK) to Improve Teacher Performance at State Elementary School No 104607 Sei Rotan, Percut Sei Tuan District, Deli Serdang Regency.** Thesis. Medan: Education Administration Study Program, Medan State University Postgraduate Program 2019

This study aims to find a model and determine the effectiveness of the TPACK-based principal leadership model and produce a product in the form of a training guidebook for the development of a principal leadership model based on Technological Pedagogical Content And Knowledge (TPACK). The subjects of this study were principals and teachers of SD Negeri No. 104607 Sei Rotan, Percut Sei Tuan District, Deli Serdang Regency. This type of research is development. This study uses the ADDIE model, namely the needs analysis stage, the design stage, the development stage, the implementation stage and the evaluation stage. Data collection techniques were carried out through interviews, questionnaires, and documentation analysis. Data analysis using quantitative and qualitative data. The results showed that: 1) This study produced a model that aims to improve teacher performance in schools, as follows: (a) principals pay attention to teacher needs (b) principals communicate effectively (c) principals set an example for students (d) principals foster the spirit of subordinates and (e) principals improve the competence of subordinates. 2) The effectiveness of developing training participants through pre-test and post-test shows an increase in the ability of principals and teachers in the use of TPACK. The results of the pre-test data for all training participants, especially principals, showed that the average pre-test of the principals obtained a score of 64.6 with the resulting percentage of 2582.9%, and was classified in the good category. Furthermore, for the post-test results of the principal, the score was 91.4 with the resulting percentage of 3474.3% and could be categorized as very good. The significant changes that occurred amounted to 886.1%. So from these data it can be confirmed that there is an increase in the TPACK of principals after participating in TPACK-based principal leadership model training. While the results of the pre-test data for the training participants for teachers obtained an average score for the sufficient category, there are 14 statements with a percentage of 52-60%, in the good category 6 statements with a percentage of 61.33-65.33%. So that the overall pre-test data results are 57.73% with sufficient category. Meanwhile, the average post-test of all training participants was in very good category with a percentage of 82.67-93%. So that the overall post-test data results are 87.21% with a very good category.

**Keywords:** Principal Leadership, Technological Pedagogical And Content Knowledge (TPACK), Teacher Performance