

ABSTRAK

ABSTRAK Wannisyah Darlina. NIM. 8236132008. Pengaruh Gaya Kepemimpinan Inklusif, Iklim Kerja dan Adaptasi Digital Terhadap Kinerja Guru SMP Negeri di Kabupaten Labuhanbatu Utara. Tesis. Program Pascasarjana Universitas Negeri Medan.

Di tengah percepatan transformasi digital di dunia pendidikan, kualitas kinerja guru menjadi isu strategis yang menuntut perhatian, khususnya dalam aspek kepemimpinan, iklim kerja, dan kesiapan terhadap teknologi. Masalah utama yang melatarbelakangi penelitian ini adalah rendahnya optimalisasi kinerja guru di era digital yang tidak hanya ditentukan oleh kemampuan individu, tetapi juga sangat dipengaruhi oleh faktor eksternal seperti gaya kepemimpinan kepala sekolah, suasana kerja, dan kemampuan adaptasi terhadap teknologi. Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis pengaruh langsung dari lima variabel utama, yaitu: (1) gaya kepemimpinan inklusif terhadap adaptasi digital; (2) iklim kerja terhadap adaptasi digital; (3) gaya kepemimpinan inklusif terhadap kinerja guru; (4) iklim kerja terhadap kinerja guru; dan (5) adaptasi digital terhadap kinerja guru di SMP Negeri Kabupaten Labuhanbatu Utara. Menggunakan pendekatan kuantitatif dan metode analisis jalur (path analysis), penelitian ini melibatkan 88 guru sebagai responden. Hasil penelitian menunjukkan bahwa gaya kepemimpinan inklusif memiliki pengaruh langsung paling dominan terhadap kinerja guru sebesar 37,5%, disusul iklim kerja sebesar 32,1%, dan adaptasi digital sebesar 28,3%. Selain itu, gaya kepemimpinan inklusif berpengaruh signifikan terhadap adaptasi digital sebesar 40,9%, sedangkan iklim kerja memengaruhi adaptasi digital sebesar 34,2%. Temuan ini menegaskan bahwa meskipun adaptasi digital memberikan pengaruh langsung yang lebih rendah terhadap kinerja guru, perannya sebagai variabel mediasi memperkuat hubungan antara kepemimpinan dan iklim kerja dengan kinerja guru secara keseluruhan. Pencapaian kinerja guru yang optimal di era digital memerlukan sinergi antara kepemimpinan yang inklusif, iklim kerja yang positif, dan kesiapan guru dalam menghadapi perubahan teknologi. Kontribusi praktis dari penelitian ini menggarisbawahi pentingnya strategi kepemimpinan berbasis partisipasi dan kolaborasi, serta lingkungan kerja yang suportif, sebagai fondasi dalam membentuk guru yang adaptif, produktif, dan profesional di tengah arus digitalisasi pendidikan.

Kata kunci: Gaya Kepemimpinan Inklusif, Iklim Kerja, Adaptasi Digital, Kinerja Guru, Transformasi Digital, Path Analysis.

ABSTRACT

ABSTRACT Wannisyah Darlina. NIM : 8236132008. The Influence of Inclusive Leadership Style, Work Climate, and Digital Adaptation on the Performance of Public Junior High School Teachers in North Labuhanbatu Regency. Thesis. Postgraduate Programme, Medan State University.

ABSTRACT

Amid the accelerating digital transformation in education, teacher performance has emerged as a strategic issue demanding attention, particularly in aspects of leadership, work climate, and technological readiness. The core problem underlying this study is the suboptimal performance of teachers in the digital era, which is not solely determined by individual competence but is also significantly influenced by external factors such as principals' leadership style, school climate, and teachers' ability to adapt to technology. This study aims to identify and analyze the direct influence of five key variables: (1) inclusive leadership on digital adaptation; (2) work climate on digital adaptation; (3) inclusive leadership on teacher performance; (4) work climate on teacher performance; and (5) digital adaptation on teacher performance among public junior high school teachers in Labuhanbatu Utara Regency. Using a quantitative approach and path analysis method, the research involved 88 teacher respondents. The findings reveal that inclusive leadership exerts the most dominant direct effect on teacher performance at 37.5%, followed by work climate at 32.1%, and digital adaptation at 28.3%. Furthermore, inclusive leadership significantly influences digital adaptation by 40.9%, while work climate contributes 34.2% to digital adaptation. These results confirm that although digital adaptation has a lower direct impact on teacher performance, its role as a mediating variable strengthens the relationship between leadership, work climate, and overall teacher performance. Achieving optimal teacher performance in the digital era requires synergy between inclusive leadership, a positive work environment, and teachers' readiness to embrace technological change. The practical contribution of this study underscores the importance of participatory and collaborative leadership strategies, along with a supportive work environment, as foundational elements in shaping adaptive, productive, and professional teachers amidst the ongoing digitalization of education.

Keywords: Inclusive Leadership, Work Climate, Digital Adaptation, Teacher Performance, Digital Transformation, Path Analysis