

ULI ANTO HUTAGALUNG. NIM. 8196114019. *Development of a Demand-Driven Industrial Work-Based Learning Management Model in Public Vocational High Schools of Tapanuli Tengah Regency. Dissertation. Medan. Doctoral Study Programme in Education Management Universitas Negeri Medan, 2026.*

ABSTRACT

This dissertation develops a demand-driven management model for Industrial Work-Based Learning (Praktik Kerja Lapangan/PKL) in public vocational high schools in the Tapanuli Tengah Regency. The study aims to identify the characteristics of the demand-driven PKL management model, examine its feasibility, and evaluate its effectiveness in improving internship quality and enhancing students' work readiness. The research employed a Research and Development (R&D) approach using the ADDIE model, consisting of analysis, design, development, implementation, and evaluation stages. The participants comprised 113 stakeholders, including representatives from industry (DU/DI), schools, and students. Data were collected through focus group discussions, observational assessments, and structured questionnaires administered to teachers, principals, and industry representatives. The findings reveal that the developed model demonstrates six core characteristics: Demand-Driven Competency, Collaborative Management, Structured Implementation and Evaluation, Flexible Model Application, Teacher as Industry Facilitator, and Systematic PKL Management. Expert validation indicated a high feasibility level, with an average score of 92%. User trials also showed strong acceptance, with industry evaluations reaching 92%, while school evaluations improved from 88.33% in the limited trial to 89.00% in the large-scale trial. Statistical analysis confirmed that the model significantly enhanced industry engagement and overall PKL management effectiveness, although improvements in school-based assessments were not statistically significant. This study contributes both theoretically and practically. Theoretically, it advances vocational education management by introducing a demand-driven framework that systematically integrates industry requirements into competency development and program management. Practically, the model provides an operational framework for policymakers and educational practitioners to strengthen internship management, improve industry collaboration, and enhance the work readiness of vocational school graduates.

Keywords: *Demand-Driven Model, PKL Management, Vocational Education, Work-Based Learning, Link and Match, Work Readiness.*

ULI ANTO HUTAGALUNG. NIM. 8196114019. Pengembangan Model Manajemen Praktek Kerja Lapangan Berbasis *Demand-Driven* di SMK Negeri Kabupaten Tapanuli Tengah. **Disertasi. Medan. Program Studi S3 Manajemen Pendidikan Universitas Negeri Medan, 2026.**

ABSTRAK

Penelitian ini mengembangkan model manajemen Praktik Kerja Lapangan (PKL) berbasis demand-driven pada Sekolah Menengah Kejuruan (SMK) Negeri di Kabupaten Tapanuli Tengah. Penelitian ini bertujuan untuk mengidentifikasi karakteristik model manajemen PKL berbasis demand-driven, menguji tingkat kelayakannya, serta mengevaluasi efektivitasnya dalam meningkatkan kualitas pelaksanaan PKL dan kesiapan kerja peserta didik. Penelitian ini menggunakan pendekatan *Research and Development* (R&D) dengan model ADDIE yang meliputi tahap analisis, perancangan, pengembangan, implementasi, dan evaluasi. Subjek penelitian berjumlah 113 orang yang terdiri atas perwakilan dunia usaha/dunia industri (DU/DI), pihak sekolah, dan peserta didik. Data dikumpulkan melalui focus group discussion (FGD), observasi keterlaksanaan, serta angket yang diberikan kepada guru, kepala sekolah, dan perwakilan DU/DI. Hasil penelitian menunjukkan bahwa model yang dikembangkan memiliki enam karakteristik utama, yaitu *Demand-Driven Competency, Collaborative Management, Structured Implementation and Evaluation, Flexible Model Application, Teacher as Industry Facilitator*, dan *Systematic PKL Management*. Validasi ahli menunjukkan tingkat kelayakan yang tinggi dengan skor rata-rata sebesar 92%. Uji coba pengguna juga menunjukkan tingkat penerimaan yang sangat baik, dengan penilaian dari DU/DI mencapai 92%, serta penilaian sekolah meningkat dari 88,33% pada uji coba terbatas menjadi 89,00% pada uji coba luas. Analisis statistik menunjukkan bahwa model secara signifikan meningkatkan keterlibatan industri dan efektivitas manajemen PKL, meskipun peningkatan pada penilaian pihak sekolah belum mencapai signifikansi statistik. Penelitian ini memberikan kontribusi secara teoretis dan praktis. Secara teoretis, penelitian ini memperkaya kajian manajemen pendidikan kejuruan melalui pengembangan kerangka *demand-driven* yang mengintegrasikan kebutuhan industri secara sistematis dalam pengelolaan program dan pengembangan kompetensi. Secara praktis, model ini memberikan kerangka operasional bagi pengambil kebijakan dan praktisi pendidikan dalam memperkuat manajemen PKL, meningkatkan kolaborasi dengan industri, serta meningkatkan kesiapan kerja lulusan SMK.

Kata kunci: Model Manajemen PKL, Demand-Driven, Pendidikan Kejuruan, *Work-Based Learning, Link and Match*, Kesiapan Kerja.