

ABSTRAK

Tesis ini berjudul Kepemimpinan Situasional Kepala Sekolah Dalam Membangun Profesionalitas Guru (Studi kasus di SD Negeri Sidakaya 06, SD Negeri Cilacap 09, dan SD Negeri Tambakreja 10 Kecamatan Cilacap Selatan Kabupaten Cilacap, Jawa Tengah) oleh Deden Hermawan, NIM 2125250097, dibawah bimbingan (Dr. Lilis Kholisoh Nuryani, S.Ag., M.Pd.) dan (Dr. H. Abdul Rohman., M.Pd.). Penelitian ini dilatarbelakangi oleh pentingnya profesionalitas guru dalam meningkatkan mutu pendidikan yang dipengaruhi oleh kemampuan kepala sekolah menerapkan kepemimpinan situasional sesuai kondisi dan kebutuhan guru. Penelitian ini bertujuan untuk menganalisis: (1) kepemimpinan situasional kepala sekolah dalam membangun profesionalitas guru; (2) faktor-faktor penghambat pelaksanaannya; dan (3) strategi yang diterapkan untuk mengatasi hambatan tersebut. Penelitian dilakukan di SD Negeri Sidakaya 06, SD Negeri Cilacap 09, dan SD Negeri Tambakreja 10 Kecamatan Cilacap Selatan, Kabupaten Cilacap dengan menggunakan metode kualitatif melalui pendekatan studi kasus. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi, kemudian dianalisis menggunakan model Miles dan Huberman. Hasil penelitian menunjukkan bahwa: (1) kepemimpinan situasional kepala sekolah dilaksanakan secara efektif melalui fungsi perencanaan, pengorganisasian, pelaksanaan, pengawasan, dan evaluasi dengan menyesuaikan gaya kepemimpinan terhadap kompetensi dan kebutuhan guru; (2) faktor penghambat meliputi perbedaan kompetensi dan motivasi guru, tingginya beban administrasi, keterbatasan waktu, serta keterbatasan sarana dan sumber daya sekolah; dan (3) strategi yang diterapkan meliputi pembinaan berbasis kebutuhan, supervisi akademik yang humanis, penguatan budaya kolaboratif melalui Kelompok Kerja Guru (KKG), pemberian motivasi dan keteladanan, serta optimalisasi sumber daya sekolah. Kepemimpinan situasional yang adaptif dan berkelanjutan terbukti mampu meningkatkan profesionalitas guru serta mendukung peningkatan mutu pendidikan.

Kata Kunci: Kepemimpinan Situasional, Kepala Sekolah, Profesionalitas Guru.

ABSTRACT

*This thesis is entitled **Situational Leadership of School Principals in Building Teacher Professionalism (Case study at Sidakaya 06 Public Elementary School, Cilacap 09 Public Elementary School, and Tambakreja 10 Public Elementary School, South Cilacap District, Cilacap Regency, Central Java)** by Deden Hermawan, NIM 2125250097, under the guidance of (Dr. Lilis Kholisoh Nuryani, S.Ag., M.Pd.) and (Dr. H. Abdul Rohman., M.Pd.).* This study was motivated by the importance of teacher professionalism in improving the quality of education, which is influenced by the principal's ability to implement situational leadership in accordance with teachers' conditions and needs. The objectives of this study were to analyze: (1) the implementation of the principal's situational leadership in developing teacher professionalism; (2) the factors hindering its implementation; and (3) the strategies employed to overcome these obstacles. This research was conducted at SD Negeri Sidakaya 06, SD Negeri Cilacap 09, and SD Negeri Tambakreja 10 in South Cilacap District, Cilacap Regency. A qualitative method with a case study approach was employed. Data were collected through interviews, observations, and documentation, and analyzed using the Miles and Huberman interactive model. The findings revealed that: (1) the principal's situational leadership was effectively implemented through the functions of planning, organizing, implementation, supervision, and evaluation by adapting leadership styles to teachers' competencies and needs; (2) the main obstacles included differences in teachers' competencies and motivation, heavy administrative workloads, limited time, and inadequate school facilities and resources; and (3) the strategies adopted involved needs-based coaching, humanistic academic supervision, strengthening collaborative culture through Teacher Working Groups (Kelompok Kerja Guru/KKG), providing motivation and exemplary leadership, and optimizing available school resources. Adaptive and sustainable situational leadership was found to enhance teacher professionalism and support continuous improvement in the quality of education.

Keywords: Situational Leadership, Principal, Teacher Professionalism.