

## ABSTRAK

Basuki, Sunarno. 2015. *Hubungan Pelaksanaan Supervisi, Budaya Sekolah, Semangat Kerja, dan Motivasi Kerja dengan Kinerja Guru Pendidikan Jasmani pada Sekolah Dasar Negeri di Kalimantan Selatan*. Disertasi, Program Studi Manajemen Pendidikan Pascasarjana Universitas Negeri Malang. Pembimbing: (I) Prof.Dr. H.Bambang Budi Wiyono, M.Pd, (II) Dr.H.Kusmintardjo, M.Pd, dan (III) Drs. Ahmad Suriansyah, M.Pd.,Ph.D.

**Kata kunci** : pelaksanaan supervisi, budaya sekolah, semangat kerja, motivasi kerja, kinerja guru pendidikan jasmani, dan sekolah dasar negeri.

Kinerja guru pendidikan jasmani yang baik merupakan salah satu kebutuhan yang harus dipenuhi dalam rangka meningkatkan kualitas pendidikan jasmani di Indonesia. Peningkatan kinerja guru pendidikan jasmani dapat dilakukan melalui beberapa cara antara lain dengan melaksanakan supervisi, menciptakan budaya sekolah yang menyenangkan, meningkatkan semangat kerja dan memotivasi kerjanya. Penelitian ini mengkaji dan meneliti tentang kinerja guru pendidikan jasmani pada Sekolah Dasar Negeri di Kalimantan Selatan dan variabel-variabel yang diduga dapat mempengaruhinya, yaitu: pelaksanaan supervisi, budaya sekolah, semangat kerja dan motivasi kerja, serta perlu diteliti pula hubungan struktural antara dan antar variabel tersebut, baik langsung maupun tidak langsung.

Penelitian ini bertujuan untuk mendeskripsikan tentang pelaksanaan supervisi, budaya sekolah, semangat kerja, motivasi kerja dan kinerja guru. Tujuan lainnya adalah untuk mengetahui hubungan langsung dan tidak langsung pelaksanaan supervisi, budaya sekolah, semangat kerja, motivasi kerja, dan kinerja guru, serta mendeskripsikan model hubungan struktur antara variabel pelaksanaan supervisi, budaya sekolah, semangat kerja, motivasi kerja dan kinerja guru pendidikan jasmani Sekolah Dasar Negeri di Kalimantan Selatan.

Rancangan penelitian ini menggunakan penelitian kuantitatif eksplanatif. Populasi penelitian ini adalah keseluruhan guru pendidikan jasmani Sekolah Dasar Negeri di Kalimantan Selatan yang berjumlah 1899 orang. Perhitungan sampel berdasarkan rumus Solvin, dan besaran sampel ditetapkan secara proporsional random dengan jumlah rata-rata 17,73% dari keseluruhan populasi untuk setiap kabupaten/kota. Teknik pengumpulan data menggunakan instrumen berupa kuesioner dengan skala likert untuk semua variabel, yaitu: 1) pelaksanaan supervisi, 2) budaya sekolah, 3) semangat kerja, 4) motivasi kerja, dan 5) kinerja guru. Metode analisis data yang digunakan: statistik deskriptif dan inferensial. Statistik inferensial yang digunakan adalah model persamaan struktural (Struktural Equation Modelling/SEM).

Hasil analisis data deskriptif menunjukkan temuan-temuan berdasarkan jumlah frekuensi data yang diperoleh sebagai berikut. 1) Pelaksanaan supervisi dengan frekuensi data terbanyak berada pada kategori rendah. 2) Budaya sekolah dengan frekuensi data terbanyak berada pada kategori rendah. 3) Semangat kerja dengan frekuensi data terbanyak berada pada kategori sedang. 4) Motivasi kerja dengan

frekuensi data terbanyak berada pada kategori rendah. 5) Kinerja guru dengan frekuensi data terbanyak berada pada kategori sedang.

Hasil uji hipotesis penelitian dengan SEM AMOS adalah: 1) tidak terdapat hubungan langsung yang signifikan pelaksanaan supervisi dengan kinerja guru, dan tidak terdapat hubungan langsung yang signifikan antara budaya sekolah dengan kinerja guru, 2) terdapat hubungan langsung yang signifikan semangat kerja dengan kinerja guru, motivasi kerja dengan kinerja guru, pelaksanaan supervisi dengan semangat kerja, pelaksanaan supervisi dengan motivasi kerja, budaya sekolah dengan semangat kerja, dan budaya sekolah dengan motivasi kerja, 3) terdapat hubungan tidak langsung yang signifikan pelaksanaan supervisi dengan kinerja guru melalui motivasi kerja, budaya sekolah dengan kinerja guru melalui semangat kerja, pelaksanaan supervisi dengan kinerja guru melalui semangat kerja, dan budaya sekolah dengan kinerja guru melalui motivasi kerja. Model hubungannya adalah: 1) pelaksanaan supervisi dan budaya sekolah berhubungan tidak langsung dengan kinerja guru, 2) pelaksanaan supervisi dan budaya sekolah berhubungan langsung dengan semangat kerja dan motivasi kerja, 3) semangat kerja dan motivasi kerja berhubungan langsung dengan kinerja guru, 4) pelaksanaan supervisi melalui semangat kerja dan motivasi kerja berhubungan tidak langsung dengan kinerja kerja, 5) budaya sekolah melalui semangat kerja dan motivasi kerja berhubungan tidak langsung dengan kinerja guru.

Hasil penelitian ini memiliki implikasi teoritis yaitu memberikan kejelasan dan memperkuat teori-teori yang telah dipergunakan sebagai dasar pengajuan model penelitian ini. Sebagian besar hubungan variabel yang diteliti mendukung teori yang telah dikembangkan peneliti-peneliti terdahulu, khususnya terkait dengan kinerja guru. Hasil penelitian ini memberikan implikasi secara praktis terhadap upaya peningkatan kinerja guru, kaitanya dengan pelaksanaan supervisi, budaya sekolah, semangat kerja, dan motivasi kerja guru pendidikan jasmani Sekolah Dasar Negeri di Kalimantan Selatan.

Berdasarkan hasil penelitian ini, diberikan saran kepada beberapa pihak. Bagi Menteri Pendidikan Nasional di Jakarta disarankan untuk membuat peraturan persyaratan pengawas di lingkungan Sekolah Dasar Negeri. Bagi Kepala Lembaga Penjaminan Mutu Pendidikan Kalimantan Selatan disarankan untuk membuat program pembinaan pengawas dan guru pendidikan jasmani. Bagi Kepala Dinas Pendidikan kabupaten dan kota di Kalimantan Selatan disarankan dalam merekrut atau mengangkat supervisor, dalam pengambilan keputusan dan kebijakan yang tepat terkait pemenuhan dan penempatan pengawas.. Bagi guru-guru pendidikan jasmani disarankan untuk selalu meningkatkan semangat kerja, motivasi kerja, dan kinerjanya. Bagi para teoritis manajemen pendidikan, agar dapat menjadikan hasil penelitian ini sebagai pengayaan hasil temuan penelitian yang sudah ada. Bagi para peneliti lain, agar hasil penelitian ini dapat dijadikan kajian dalam penelitiannya, terutama yang berkaitan dengan variabel-variabel pelaksanaan supervisi, budaya sekolah, semangat kerja, motivasi kerja, dan kinerja guru.

## ABSTRACT

Basuki, Sunarno. 2015. *The Correlation of Implementation of Supervision, School Culture, Working Morale, and Working Motivation with Working Performance of Physical Education Teachers at Public State Elementary Schools in South Kalimantan*. Dissertation, Graduate Program in Education Management Department, State University of Malang. Advisors: (I) Prof. Dr. H. Bambang Budi Wiyono, M.Pd., (II) Dr. H. Kusmintardjo, M.Pd., and (III) Drs. Ahmad Suriansyah, M.Pd., Ph.D.

**Keywords :** implementation of supervision, school culture, working morale, working motivation, working performance, physical education teachers, Public State Elementary Schools

The good working performance of physical education teachers is one of the compulsory needs in the effort of improving quality of education in Indonesia. Improving the working performance of physical education teachers can be conducted through some ways, among others, by supervising, creating school culture to be enjoying, improving working morale and motivating them. This research reviewed and investigated the working performance of physical education teachers at Public State Elementary Schools in South Kalimantan and the assumed variables which can affect the working performance, namely: implementation of supervision, school culture, working morale, working motivation, and also structural correlation between and intra-variables, both direct and indirect correlation.

This research was aimed at describing the toward implementation of supervision, school culture, working morale, working motivation, and their working performance. The other objective of this research is to know the direct and indirect correlation of the implementation of supervision, school culture, working morale, working motivation, and the working performance of the teachers, and to describe the model of structural correlation between the implementation of supervision, school culture, working morale, working motivation, and the working performance of the teachers at of the Public State Elementary School in South Kalimantan.

This research design uses the explanative, quantitative research. The population of research are the whole teachers of physical education teachers of the Public State Elementary School in South Kalimantan, with the amount of 1899 persons. The sample calculation was based on *Solvin* formula and the amount of the sample was determined by using proportional random sampling with the average amount 17.73% of the total population for each district/city. The instrument used as the technique of data collection is questionnaire with *likert* scale for all variables, namely: (1) implementation of supervision, (2) school culture, (3) working morale, (4) working motivation, and (5) the teachers' working performance. The methods of data analysis used were descriptive and inferential statistics. The descriptive data used absolute referenced evaluation with the scale from one to five based on *likert* scale. Inferential statistics used was Structural Equation Modelling.

The results of descriptive data analysis showed findings based on the number of frequency of data obtained through the research as follows . 1) the implementation of supervision with the highest frequency of the data is in the low category, 2) the school culture with the highest frequency of the data is in the low category, 3) the working morale with the highest frequency of the data is in the fair category, 4) the working working motivation with the highest frequency of the data is in the low category, 5) the performance of the teachers with the highest frequency of the data is in the fair category.

The results of research hypothesis testing by using *SEM AMOS* were as follows: 1) There was no significant direct correlation between implementation of supervision and teachers' working performance, and between school culture and teachers' working performance, 2) there was significant direct correlation between working morale and teachers' working performance, between working motivation and teachers' working performance, implementation of supervision and working morale, implementation of supervision and working motivation, school culture and working morale, and between school culture and working motivation, 3) there was significant indirect correlation between implementation of implementation of supervision and teachers' working performance through working motivation, between school culture and teachers' working performance through working morale, between implementation of supervision and teachers' working performance through working morale, and between school culture and teachers' working performance through working motivation.

The results of this research have theoretical implications in giving clarity to strengthen the theories which have been used as the baseline of this research model proposal. Most of the correlation of the investigated variables support the existing theories developed by previous researchers, especially the ones related to teachers' working performance. The results of this research give practical implications toward the improvement of teachers' working performance which is related to the improvement of implementation of supervision, school culture, working morale, and the working motivation of physical education teachers at Public State Elementary Schools in South Kalimantan.

Based on the results of this research, some suggestions are given to some parties. To Minister of National Education in Jakarta, it is suggested to make regulation on the requirements of supervisors. To Head of the Quality Assurance Agency for Education of South Kalimantan, it is suggested to make a coaching program for supervisors and teachers of physical education. To the head of education department at district/city level in South Kalimantan, it is suggested in recruiting or appointing supervisor, in making right decision and policy in relation to the fulfillment and the placement of supervisors. To physical education teachers to improve their working morale, working motivation and working performance. To theorists of educational management to make the results of this research as the complementary data to the findings of the previous studies. To other researchers that the results of this research can become one of references in searching for literature review in their research, particularly the ones related to the variables of implementation of supervision, school culture, working morale, working motivation and teachers' working performance.