

ABSTRACT

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THE ROLE OF LEADERS AND TEACHERS' ENGAGEMENT IN THE PROCESS OF SCHOOL CULTURE CHANGE: A CASE STUDY AT SEKOLAH KRISTEN X AMBON

(xvi + 153 pages; 3 images; 4 tables; 8 attachments)

The role of leaders and teachers' engagement have a significant influence on the process of school culture change. To examine this, a qualitative research with a case study strategy approach was conducted, which aims to analyze how school leaders and teachers describe the differences in the culture of the old school and Christian school X, examine the extent of the role of school leaders in the process of teacher adaptation to changes in school culture, examine teachers' involvement in the process of changing school culture, describe the challenges faced by school leaders and teachers, and expectations of the role of leaders and teachers' involvement in the process of changing school culture. Data were collected through observation, questionnaires, and focus group discussions (FGDs) consisting of team leader FGDs and teacher FGDs. The resource persons in the team leader FGD consisted of 2 principals and 2 vice principals, while the resource persons in the teacher FGD consisted of 8 teachers who were representatives from kindergarten, elementary, junior high, and senior high school levels. The research questionnaire was distributed to 36 teachers of X Christian School. The results of the study were analyzed using thematic analysis, giving rise to several themes such as school culture that showed a significant difference between the previous school culture and Christian School X, the theme of school growth strategies that showed the role of school leaders and the considerable involvement of teachers in the process of changing school culture. In addition, there is a theme of school growth challenges that shows the magnitude of challenges for school leaders and teachers in changing school culture, and a theme of roles and responsibilities that shows great expectations for school leaders and teachers in the future.

Keywords: Organizational change, school culture change, role of leaders, teachers' engagement, christian education.

Reference: 48 (1996-2023)

ABSTRAK

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PERAN PEMIMPIN DAN KETERLIBATAN GURU DALAM PROSES PERUBAHAN BUDAYA SEKOLAH: STUDI KASUS DI SEKOLAH KRISTEN X AMBON

(xvi + 153 halaman; 3 gambar; 4 tabel; 8 lampiran)

Peran pemimpin dan keterlibatan guru memberikan pengaruh yang signifikan terhadap proses perubahan budaya sekolah. Untuk meneliti hal tersebut dilakukan penelitian kualitatif dengan pendekatan strategi studi kasus, yang bertujuan untuk menganalisis bagaimana pemimpin sekolah dan guru mendeskripsikan perbedaan budaya sekolah lama dan sekolah Kristen X, meneliti sejauh mana peran pemimpin sekolah dalam proses adaptasi guru terhadap perubahan budaya sekolah, meneliti keterlibatan guru dalam proses perubahan budaya sekolah, mendeskripsikan tantangan yang dihadapi oleh pemimpin sekolah dan guru, serta harapan terhadap peran pemimpin dan keterlibatan guru dalam proses perubahan budaya sekolah. Pengumpulan data dilakukan melalui observasi, kuesioner, dan *focus group discussion* (FGD) yang terdiri dari FGD *team leader* dan FGD guru. Narasumber dalam FGD *team leader* terdiri dari 2 kepala sekolah dan 2 wakil kepala sekolah, sedangkan narasumber dalam FGD guru terdiri dari 8 guru yang merupakan perwakilan dari jenjang TK, SD, SMP, dan SMA. Kuesioner penelitian disebar kepada 36 guru Sekolah Kristen X. Hasil penelitian dianalisis menggunakan analisis tematik sehingga memunculkan beberapa tema seperti budaya sekolah yang menunjukkan adanya perbedaan yang cukup signifikan antara budaya sekolah sebelumnya dan Sekolah Kristen X, tema strategi pertumbuhan sekolah yang menunjukkan peran pemimpin sekolah dan keterlibatan guru yang cukup besar dalam proses perubahan budaya sekolah. Di samping itu, terdapat tema tantangan pertumbuhan sekolah yang menunjukkan besarnya tantangan bagi pemimpin sekolah dan guru dalam perubahan budaya sekolah, serta tema peran dan tanggung jawab yang menunjukkan adanya harapan yang besar bagi pemimpin sekolah dan guru di masa mendatang.

Kata kunci: Perubahan organisasi, perubahan budaya sekolah, peran pemimpin, keterlibatan guru, pendidikan kristen.

Referensi: 48 (1996-2023)