

## ABSTRAK

Afjur, 2022 *Servant Leadership* Kepala Sekolah Dalam Meningkatkan Kinerja Guru dan Pembentukan Karakter Siswa di SMPN 7 Mataram. Tesis Program Studi Magister Administrasi Pendidikan, Pascasarjana Universitas Mataram. Pembimbing I, Dr. Sudurman Wilian, MA, dan Pembimbing II, Dr. Sudirman, M.Pd.

Penelitian ini bertujuan untuk mendeskripsikan peranan *servant leadership* dalam meningkatkan kinerja guru dan membentuk karakter siswa di SMPN 7 Mataram. Pendekatan penelitian yang digunakan adalah Kualitatif dengan metode studi kasus. Teknik wawancara, observasi dan studi dokumentasi digunakan untuk pengumpulan data. Analisis data melalui pengumpulan data, kondensasi data, penyajian data dan penarikan kesimpulan. Pemeriksaan keabsahan data dilakukan dengan uji kredibilitas, transferabilitas, dependabilitas, konfirmasiabilitas. Hasil penelitian menunjukkan bahwa (1) *Servant leadership* kepala sekolah dapat meningkatkan kinerja guru terutama dari segi kedisiplinan dengan beberapa upaya yaitu melakukan supervisi, memberikan motivasi dan meningkatkan disiplin serta mengaktifkan kegiatan MGMP sekolah dan mengadakan *workshop*; (2) *Servant leadership* kepala sekolah dapat membentuk karakter siswa yang mana nampak karakter religius, disiplin, toleran, dan sopan pada siswa. Upaya yang dilakukan oleh kepala sekolah yaitu dengan mengajarkan akhlak yang baik kepada siswa, melaksanakan kegiatan rutin yaitu imtaq, literasi 15 menit sebelum masuk kelas serta berkolaborasi dengan guru yaitu guru BK maupun guru mata pelajaran. Metode yang digunakan adalah a) keteladanan, b) menasehati, dan c) mengawasi. Kegiatan ekstrakurikuler disekolah juga membantu siswa dalam mengembangkan potensi dan kreatifitas yang mengarah pada perbaikan karakter siswa.

**Kata Kunci:** *Servant Leadership*, Kinerja Guru, Karakter Siswa

## **ABSTRACT**

Afjur, 2022 *Servant Leadership of the Principal in Improving Teacher Performance and Building Student Character at SMPN 7 Mataram. Thesis of Master of Education Administration Study Program, Postgraduate of Mataram University. Advisor I, Dr. Sudurman Wilian, MA, and Advisor II, Dr. Sudirman, M.Pd.*

*This study aims to describe the role of servant leadership in improving teacher performance and building student character at SMPN 7 Mataram. The research approach used is Qualitative with a case study method. Interview, observation and documentation study techniques are used for data collection. Data are analyzed through identification, condensation, presentation and conclusions. Examination of the validity of data is carried out by tests of credibility, transferability, dependability, confirmability. The results showed that (1) Servant leadership of the principal can improve teacher performance, especially in terms of discipline with several efforts, namely supervising, providing motivation and improving discipline as well as activating school MGMP activities and holding workshops; (2) The principal's servant leadership can shape the character of the student which appears to be a religious, disciplined, tolerant, and polite character to the student. The efforts made by the principal are by teaching good morals to students, carrying out routine activities, namely imtaq, literacy 15 minutes before entering class and collaborating with teachers, namely BK teachers and subject teachers. The methods used are a) exemplary, b) advising, and c) supervising. Extracurricular activities at school also help students in developing potential and creativity that leads to improving student character.*

**Key words: Servant Leadership; Teacher Performance; Student Character**