

**DESAIN KURIKULUM PENDIDIKAN DAN PELATIHAN  
PENGUATAN KOMPETENSI *SOFT SKILLS* PEGAWAI  
BERBASIS *EXPERIENTIAL LEARNING***

**TESIS**

Diajukan untuk Memenuhi Sebagian Syarat Memperoleh Gelar Magister Pendidikan  
Bidang Pengembangan Kurikulum



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**PROGRAM STUDI PENGEMBANGAN KURIKULUM  
FAKULTAS ILMU PENDIDIKAN  
UNIVERSITAS PENDIDIKAN INDONESIA**

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Sebuah tesis yang diajukan untuk memenuhi salah satu syarat memperoleh gelar  
Magister Pendidikan (M.Pd) pada Fakultas Ilmu Pendidikan

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PENGUATAN KOMPETENSI *SOFT SKILLS* PEGAWAI  
BERBASIS *EXPERIENTIAL LEARNING*

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Bandung, 24 Januari 2025



Taopik Barkah

## KATA PENGANTAR

*Soft skill* merupakan keterampilan yang berfokus pada pengembangan nilai-nilai karakter. *Hard skill* yang didukung dengan *soft skill* yang baik, diharapkan dapat memberikan kesempatan untuk membentuk pribadi yang mumpuni dan berdaya saing tinggi. *Soft skill* sebagai kemampuan intrapersonal dan interpersonal yang penting untuk pengembangan pribadi, partisipasi sosial, dan kesuksesan di tempat kerja. Pendidikan pengembangan *soft skill* merupakan strategi untuk menghadapi tantangan perubahan dimasa saat ini. Oleh karena itu, tesis ini meneliti tentang **"Desain Kurikulum Pendidikan dan Pelatihan Penguatan Kompetensi *Soft Skills* Pegawai Berbasis *Experiential Learning*"**.

Inti dari tesis ini, pertama membahas tentang kebutuhan kompetensi untuk penguatan *soft skills* di kalangan pegawai di lingkungan Kementerian Perhubungan. Kedua, membahas desain kurikulum pendidikan dan pelatihan penguatan kompetensi *soft skills*. Ketiga, penilaian ahli terhadap kelayakan kurikulum pendidikan dan pelatihan penguatan kompetensi *soft skills* pegawai. Keempat, membahas terkait tanggapan peserta yang diperoleh dari uji coba desain kurikulum.

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## ABSTRAK

Taopik Barkah. Tesis. 2025. Desain Kurikulum Pendidikan dan Pelatihan Penguatan Kompetensi *Soft Skills* Pegawai Berbasis *Experiential Learning*. Pembimbing: Prof. Dr. Asep Herry Hernawan, M.Pd.

Kompetensi dalam ranah *soft skills* merupakan salah satu kompetensi yang penting dimiliki pegawai dengan baik untuk mendukung tugas, fungsi dan kinerja organisasi. Latar belakang dari penelitian ini berdasarkan rekomendasi asesmen kompetensi pegawai di lingkungan Kementerian Perhubungan yang menunjukkan perlunya penguatan pada beberapa kemampuan *soft skills* sebagai kemampuan penunjang untuk menjalankan tugas dan fungsinya dalam pekerjaan. Tujuan penelitian ini untuk mendesain kurikulum pendidikan dan penguatan kompetensi *soft skills* pegawai melalui tahapan penelitian *Desain Based Research* (DBR). Secara umum, penelitian ini dilakukan melalui tiga tahapan penelitian; 1) analisis dan eksplorasi, yaitu analisis kebutuhan pelatihan melalui survei yang melibatkan 56 responden di lingkungan Kementerian Perhubungan menggunakan instrumen kuesioner mengungkap adanya kebutuhan penguatan kompetensi *soft skills* yang berorientasi pada kemampuan intrapersonal, interpersonal, organisasional, dan spiritual. 2) desain dan konstruksi, proses perancangan kurikulum pendidikan dan pelatihan diawali dengan perumusan tujuan yang berorientasi pada kompetensi *soft skills* yang dibutuhkan terhadap desain kurikulum yang dikembangkan mencakup struktur rumusan kompetensi, rumusan mata pelatihan, penyusunan strategi/metode pembelajaran pengalaman, dan teknik penilaian yang digunakan dalam aktivitas pembelajaran pengalaman. Dengan melibatkan dua ahli dibidang pengembangan kurikulum dan satu ahli substansi, desain kurikulum yang dikembangkan diperoleh tingkat validasi rerata sebesar 82% dinyatakan valid dan layak untuk dilakukan pengembangan lebih lanjut untuk uji coba. Terakhir, 3) evaluasi dan refleksi, dilakukan uji coba terbatas dengan melibatkan 113 peserta sebagai calon pengguna untuk memperoleh tanggapan terhadap desain kurikulum melalui instrumen kuesioner respons peserta, temuan menunjukkan bahwa peserta memberikan tanggapan dan masukan yang positif untuk perbaikan desain kurikulum. Setelah itu, dilakukan proses untuk mempertimbangkan keseluruhan rancangan kurikulum terkait kesesuaian antar komponen kurikulum, dan melakukan perbaikan rancangan kurikulum berdasarkan masukan saat validasi ahli dan respons peserta uji coba. Sebagai hasil dari penelitian ini adalah tersusunnya desain kurikulum pendidikan dan pelatihan penguatan kompetensi *soft skills* pegawai.

**Kata Kunci:** Desain Kurikulum, Pendidikan dan Pelatihan, Kompetensi *Soft Skills*

## **ABSTRACT**

Taopik Barkah. Thesis. 2025. *Education and Training Curriculum Design for Strengthen Employees Soft Skills Competencies Based on Experiential Learning*. Supervisor: Prof. Dr. Asep Herry Hernawan, M.Pd.

*Competence in the realm of soft skills is one of the competencies that it is important for employees to have well to support the tasks, functions, and performance of the organization. The background of this study is based on the recommendations of the competency assessment of employees within the Ministry of Transportation, which shows the need to strengthen several soft skills as supporting abilities to carry out their duties and functions at work. The purpose of this research is to design an educational curriculum and strengthen the soft skills competencies of employees through the Design Based Research (DBR) research stage. In general, this research is carried out through three stages of research: 1) analysis and exploration, namely the analysis of training needs through a survey involving 56 respondents within the Ministry of Transportation using a questionnaire instrument revealed the need to strengthen soft skills competencies oriented towards intrapersonal, interpersonal, organizational, and spiritual abilities. 2) Design and Construction, the process of designing an education and training curriculum begins with the formulation of goals oriented to the soft skills competencies needed in the curriculum design that is developed, including the structure of the competency formulation, the formulation of training subjects, the preparation of experiential learning strategies/methods, and assessment techniques used in experiential learning activities. By involving two curriculum development experts and one substance expert, the curriculum design developed obtained an average validation rate of 82% declared valid and feasible for further development for trials. Finally, 3) evaluation and reflection, a limited trial was carried out involving 113 participants as potential users to obtain responses to the curriculum design through a participant response questionnaire instrument, the findings showed that participants gave positive responses and inputs for the improvement of the curriculum design. After that, a process was carried out to consider the overall curriculum design related to the suitability between curriculum components, and make improvements to the curriculum design based on input during expert validation and the response of trial participants. As a result of this research, the design of the education curriculum and training to strengthen the competencies of employees' soft skills was prepared.*

**Keywords:** Curriculum Design, Education and Training, Soft Skills Competencies

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### **Peraturan Perundang-Undangan**

- Undang-Undang (UU) Nomor 20 Tahun 2023 tentang Aparatur Sipil Negara
- Peraturan Lembaga Administrasi Negara Nomor 5 Tahun 2018 tentang Pengembangan Kompetensi Pegawai Aparatur Sipil Negara
- Peraturan Lembaga Administrasi Negara Nomor 10 Tahun 2018 tentang Pengembangan Kompetensi Pegawai Negeri Sipil
- Peraturan Kepala Lembaga Administrasi Negara Nomor 714/K.1/PDP.07/2023 tentang Pedoman Kurikulum dan Penyelenggaraan Pelatihan Sosial Kultural
- Peraturan Kepala LAN Nomor 3 Tahun 2010 Tentang Petunjuk Teknis Jabatan Fungsional Widyaiswara Dan Angka Kreditnya
- Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 38 Tahun 2017 tentang Standar Kompetensi Jabatan Aparatur Sipil Negara
- Keputusan Menteri Ketenagakerjaan Nomor 119 Tahun 2024 Tentang Penetapan Standar Kompetensi Kerja Nasional Indonesia Kategori Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan dan Penunjang Usaha Lainnya Golongan Pokok Pelatihan Kerja Swasta Lainnya Bidang Experiential Learning

### **Sumber Online dan Bentuk Lain**

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