

**MODEL PROFESSIONAL LEARNING COMMUNITY
BERBASIS PLATFORM DIGITAL
UNTUK PENINGKATAN KINERJA PEMBELAJARAN GURU
PADA SEKOLAH MENENGAH ATAS DI JAKARTA**

DISERTASI

Diajukan untuk Memenuhi Sebagian dari Syarat
Memperoleh Gelar Doktor Pendidikan
Program Studi Administrasi Pendidikan



Oleh:

RITA HASTUTI

NIM. 2113109

**PROGRAM STUDI ADMINISTRASI PENDIDIKAN
FAKULTAS ILMU PENDIDIKAN
UNIVERSITAS PENDIDIKAN INDONESIA
2024**

**MODEL PROFESSIONAL LEARNING COMMUNITY
BERBASIS PLATFORM DIGITAL
UNTUK PENINGKATAN KINERJA PEMBELAJARAN GURU
PADA SEKOLAH MENENGAH ATAS DI JAKARTA**

Oleh
Rita Hastuti

S.Pd. IKIP Negeri Jakarta, 1998
M.Pd Universitas Negeri Jakarta, 2013

Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh
gelar Doktor Pendidikan (Dr.) pada Fakultas Ilmu Pendidikan

© Rita Hastuti, 2025
Universitas Pendidikan Indonesia
Maret 2025

Hak Cipta dilindungi undang-undang.
Disertasi ini tidak boleh diperbanyak seluruhnya atau sebagian,
dengan dicetak ulang, difoto kopi, atau cara lainnya tanpa ijin dari penulis.

HALAMAN PENGESAHAN

**MODEL PROFESSIONAL LEARNING COMMUNITY
BERBASIS PLATFORM DIGITAL**

**UNTUK PENINGKATAN KINERJA PEMBELAJARAN GURU
PADA SEKOLAH MENENGAH ATAS DI JAKARTA**

Oleh

RITA HASTUTI

NIM. 2113109

Disetujui dan disahkan oleh:

Promotor



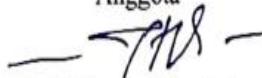
Prof. Dr. H. Johar Permana, M.A.
NIP. 19590814 198503 1004

Co-Promotor



Dr. H. Abu Bakar, M.Pd
NIP. 19660602 199802 1001

Anggota



Dr. Taufani Chusnul Kurniatun, M.Pd
NIP. 19681107 199802 2001

Pengaji Internal



Dr. Sururi, M.Pd
NIP. 19701109 199802 1001

Pengaji Eksternal



Prof. Dr. Nurhatati, M.Pd
NIP. 19611016 198703 2002

Mengetahui
Wakil Dekan Bidang Akademik
Fakultas Ilmu Pendidikan
Universitas Pendidikan Indonesia



Dr. Nandang Budiman, M.Si
NIP. 19710219 199802 1001

ABSTRAK

Salah satu upaya peningkatan kinerja pembelajaran guru adalah penerapan *Professional Learning Community (PLC)* berbasis platform digital yang dirancang dan diimplementasikan untuk meningkatkan kinerja pembelajaran guru Sekolah Menengah Atas (SMA) di Jakarta. Tujuan penelitian ini adalah: (1) menganalisis pelaksanaan *PLC*, (2) mendesain model *PLC*, (3) mengujicoba model *PLC*, (4) memvalidasi desain model *PLC*, dan (5) merumuskan desain final model *PLC* berbasis platform digital. Sampel terdiri enam (6) sekolah di lima wilayah provinsi DKI Jakarta. Metode yang digunakan adalah *Research & Development*, meliputi 10 langkah Borg & Gall yang diadaptasi. Hasil penelitian ini adalah: (1) model faktual bahwa belum digunakannya platform digital dalam *PLC* secara optimal, (2) desain model *PLC* berbasis platform digital, (3) ujicoba terbatas dan skala lebih luas untuk evaluasi, perbaikan dan penyempurnaan sehingga ditemukan Model Hipotetik *PLC* berbasis platform digital SiJarGu (Sistem Informasi Kinerja Pembelajaran Guru) yang dikonfirmasi melalui *Focus Group Discussion (FGD)*; (4) validasi desain model menggunakan *Structural Equation Modeling Partial Least Square (SEM-PLS)* menunjukkan bahwa *PLC* berbasis platform digital berpengaruh terhadap peningkatan kinerja pembelajaran guru dengan nilai R-square 67,3 % (tinggi) dan mempunyai kecocokan *acceptable fit* dengan angka *Standardized Root Mean Square Residual* (0,081), dan (5) dihasilkan model final *PLC* berbasis platform digital SiJarGu untuk peningkatan kinerja pembelajaran guru SMA di Jakarta. Simpulan penelitian ini adalah model *PLC* berbasis platform digital SiJarGu layak dan dapat digunakan untuk peningkatan kinerja pembelajaran guru dengan mengoptimalkan peran supervisi kepala sekolah.

Kata kunci: kinerja pembelajaran guru, platform digital, *Professional Learning Community*

ABSTRACT

One of the efforts to improve teacher learning performance is the implementation of *a digital platform-based Professional Learning Community (PLC)* designed and implemented to improve the learning performance of high school (SMA) teachers in Jakarta. The objectives of this study are: (1) analyzing the implementation of *PLC*, (2) designing a *PLC* model, (3) testing the *PLC model*, (4) validating the design of the *PLC model*, and (5) formulating the final design of the *PLC model* based on the digital platform. The sample consisted of six (6) schools in five areas of DKI Jakarta province. The method used is *Research & Development*, which includes 10 Borg & Gall steps adapted. The results of this study are: (1) a factual model that the digital platform in PLC has not been used optimally, (2) a PLC model design based on a digital platform, (3) a limited and wide-scale trial for evaluation, improvement and refinement so that a PLC Hypothetical Model based on the SiJarGu digital platform (Teacher Learning Performance Information System) was found which was confirmed through *a Focus Group Discussion (FGD)*; (4) the validation of the model design using *Structural Equation Modeling Partial Least Square (SEM-PLS)* shows that *the PLC* based on the digital platform has an effect on improving teacher learning performance with an R-square value of 67.3% (high) and has an *acceptable fit* match with the *Standardized Root Mean Square Residual* number (0.081), and (5) the final model of *PLC* is produced based on the SiJarGu digital platform to improve the learning performance of high school teachers in Jakarta. The conclusion of this study is that *the PLC* model based on the SiJarGu digital platform is feasible and can be used to improve teacher learning performance by optimizing the role of school principal supervision.

.
Keywords: teacher learning performance, digital platform, *Professional Learning Community*

DAFTAR ISI

HALAMAN JUDUL.....	i
LEMBAR HAK CIPTA.....	ii
LEMBAR PENGESAHAN	iii
ABSTRAK.....	iv
DAFTAR ISI.....	vi
DAFTAR TABEL.....	viii
DAFTAR GAMBAR	ix
DAFTAR DIAGRAM.....	xi
DAFTAR LAMPIRAN	xii
BAB I PENDAHULUAN	1
1.1 Latar Belakang Penelitian	1
1.2 Rumusan Masalah Penelitian	12
1.3 Pertanyaan Penelitian.....	12
1.4 Tujuan Penelitian.....	13
1.5 Manfaat Penelitian	13
1.6 Struktur Disertasi	14
BAB II KAJIAN PUSTAKA	17
2.1 Administrasi Pendidikan	17
2.2 <i>Professional Learning Community</i>	24
2.3 <i>Platform</i> Digital Dalam Professional Learning Community	35
2.4 Kinerja Pembelajaran Guru.....	40
2.5 Penelitian yang Relevan	48
2.6 Kerangka Pikir Penelitian	62
BAB III METODE PENELITIAN.....	64
3.1 Desain Penelitian.....	64
3.2 Lokus Penelitian	66
3.3 Responden Penelitian	67
3.4 Tahapan Penelitian	68
3.4.1 Tahapan Penelitian Pendahuluan	67
3.4.2 Tahapan Desain Model <i>PLC</i> berbasis platform digital	73

3.4.3 Tahapan Validasi Desain Model	75
3.5 Isu Etik.....	79
BAB IV HASIL PENELITIAN DAN PEMBAHASAN	81
4.1 Hasil Penelitian	81
4.1.1 Model faktual pelaksanaan PLC berbasis platform digital	80
4.1.2 Desain Model PLC berbasis platform digital.....	113
4.1.3 Hasil ujicoba model PLC berbasis platform digital	128
4.1.4 Validasi model PLC berbasis platform digital SiJarGu	140
4.1.5 Desain final model PLC berbasis platform digital SiJarGu	149
4.2 Pembahasan Hasil Penelitian	170
4.2.1 Analisis model faktual PLC berbasis platform digital	170
4.2.2 Desain model PLC berbasis platform digital	172
4.2.3 Analisis hasil ujicoba model PLC berbasis platform digital.....	174
4.2.4 Analisis validasi model PLC berbasis platform digital SiJarGu.....	176
4.2.5 Analisi desain final model PLC berbasis platform digital SiJarGu	177
BAB V SIMPULAN, IMPLIKASI DAN REKOMENDASI.....	180
5.1. Simpulan	180
5.2. Implikasi	181
5.3. Rekomendasi.....	182
DAFTAR PUSTAKA	184
LAMPIRAN	193

DAFTAR TABEL

1.1	Indeks Kualitas Pembelajaran Tahun 2021	1
1.2	Nilai Uji Kompetensi Guru.....	2
1.3	Prosentase Guru Bersertifikat Pendidik Berkualifikasi S1.....	3
1.4	Pengalaman Pelatihan GTK Tahun 2021	3
2.1	PLC di Beberapa Negara	50
2.2	Beberapa Penelitian <i>PLC</i> di Indonesia	54
3.1	Responden Penelitian.....	67
3.2	Variabel Penelitian.....	69
3.3	Alternatif Jawaban Instrumen Penelitian.....	72
3.4	Kriteria Uji Statistik.....	75
4.1	Data Komunitas Belajar.....	103
4.2	Data peserta FGD.	132
4.3	Data Jumlah Validator Model.....	140
4.4	Hasil Uji Validitas Instrumen	142
4.5	Hasil Uji Reliabilitas Instrumen.....	143
4.6	Hasil Average variance extracted (AVE).....	128
4.7	Hasil Akar Average variance extracted.....	129
4.8	Hasil Uji Multikolinieritas.....	145
4.9	Koefisien path dan p-value.	146
4.10	Hasil Uji F-square.....	148
4.11	Hasil Uji R-square	149
4.12	Standardized Root-Mean Square Residual.....	149

DAFTAR GAMBAR

2.1	Proses Interaksi Pembelajaran dalam Komunitas	25
2.2	Korelasi antara PLC, Instruksional <i>Leadership</i> , dan Prestasi Siswa	26
2.3	Tipologi <i>Professional Learning Community</i>	35
2.4	PLC <i>Network Visualization</i>	56
2.5	<i>Network Visualization Tranformation</i>	57
2.6	<i>Network Visualization PLC</i>	58
2.7	<i>Overlay Visualization PLC Online</i>	59
2.8	Analisis <i>Density Visualization Topic</i> PLC	60
2.9	Kerangka Pikir Penelitian	62
3.1	Bagan Alur Penelitian dan Pengembangan.....	65
3.2	Pengaruh Antar Variabel	78
4.1	Model Faktual <i>Professional Learning Community</i>	106
4.2	Desain Pengembangan PLC Berbasis <i>Platform Digital</i>	114
4.3	Model Hipotetik PLC platform digital SiJarGu.....	131
4.4	Koefisien path danp-value	146
4.5	Final Model PLC Berbasis Platform Digital.....	150
4.6	Tampilan Muka <i>Platform Digital SiJarGu</i>	157
4.7	Tampilan Sub Menu Sumber Belajar	158
4.8	Tampilan Sub Menu Pembelajaran Guru	160
4.9	Tampilan Sub Menu Proses Pembelajaran	161
4.10	Tampilan Sub Menu Penilaian Pembelajaran.....	161
4.11	Tampilan Sub Menu Pembimbingan Siswa.....	162
4.12	Tampilan Menu Komunitas dan Sub Menu Kolaborasi	163
4.13	Tampilan Sub Menu Pemecahan Masalah.....	163
4.14	Tampilan Sub Menu Refleksi	164
4.15	Tampilan Sub Menu Tugas Tambahan.....	165
4.16	Tampilan Sub Menu Pengembangan Diri.....	165
4.17	Tampilan Sub Menu Publikasi Ilmiah	166
4.18	Tampilan Sub Menu Karya Profesi	166
4.19	Tampilan Sub Menu Rangkuman	167
4.20	Tampilan Sub Menu Komunitas Belajar	167

4.21	Tampilan Sub Menu Rangkuman Karya Profesi	168
4.22	Tampilan Menu Total Skor Kinerja Pembelajaran Guru.....	168
4.23	Mekanisme Implementasi PLC berbasis platform digital SiJarGu.....	168

DAFTAR DIAGRAM

4.1	Keberadaan <i>Professional Learning Community</i>	82
4.2	<i>PLC Digital</i> Meningkatkan Kinerja Guru	85
4.3	Pelaksanaan <i>PLC</i>	89
4.4	Platform digital dalam PLC Memfasilitasi Jargu	93
4.5	<i>PLC Platform</i> digital Memfasilitasi Jarse	96
4.6	<i>PLC Platform</i> digital Memfasilitasi Karpro	100
4.7	Jawaban Praktisi terkait Alur Model	134
4.8	Jawaban Praktisi terkait Subtansi Model	135
4.9	Jawaban Praktisi terkait Fasilitasi <i>PLC Platfform</i> Digital	135
4.10	Supervisi Kepala Sekolah Terhadap Jargul	136
4.11	Jawaban Praktisi terkait Panduan Implementasi	138
4.12	Jawaban Praktisi terkait Panduan Implemenetasni Jarse.....	138
4.13	Respon Kepala Sekolah Tentang Panduan Implementasi PLC	138

DAFTAR LAMPIRAN

Lampiran 1 Angket Studi Pendahuluan/Analisis Kebutuhan	193
Lampiran 2 Panduan Wawancara Studi Pendahuluan	199
Lampiran 3 Desain Model <i>PLC</i> Berbasis Platform Digital	210
Lampiran 4 Instrumen Desain Model <i>PLC</i> Berbasis Platform Digital	217
Lampiran 5 Panduan Implementasi Model <i>PLC</i> Berbasis Platform Digital.....	224
Lampiran 6 Instrumen Validasi Panduan Implementasi	246
Lampiran 7 Dokumentasi kegiatan.....	259

DAFTAR PUSTAKA

- Adams, B. A., & Vescio, V. (2015). Tailored Fit Structure Professional Learning Communities To Meet Individual Needs. *Www.Learningforward.Org*, 36(2), 26–30. www.learningforward.org
- Admiraal, W., Schenke, W., De Jong, L., Emmelot, Y., & Sligte, H. (2021). Schools as professional learning communities: what can schools do to support professional development of their teachers? *Professional Development in Education*, 47(4), 684–698. <https://doi.org/10.1080/19415257.2019.1665573>
- Akram, M. (2023). *Effect of Professional Learning Communities on Student Achievement at the Secondary School Level*. VIII(II), 42–52. [https://doi.org/10.31703/gssr.2023\(VIII-II\).04](https://doi.org/10.31703/gssr.2023(VIII-II).04)
- Alwafi, E. M., Downey, C., & Kinchin, G. (2020). Promoting pre-service teachers' engagement in an online professional learning community. *Journal of Professional Capital and Community*, 5(2), 129–146. <https://doi.org/10.1108/JPCC-10-2019-0027>
- Amtu, O., Ambon, N., Pattiruhu, C. M., Prof, A., Childhood, E., Departement, E., & Kristen, I. A. (2020). Improving Student Learning Outcomes through School Culture , Work Motivation and Teacher Performance. *International Journal of Instruction*, 13(4), 885–902 <https://www.e-iji.net/>
- Amzat, I. H., & Yanti, P. G. (2022). Estimating the Effect of Principal Instructional and Distributed Leadership on Professional Development of Teachers in Jakarta , Indonesia. *Sage Journal*, 13(1), 395–410. <https://doi.org/10.1177/21582440221109585>
- Anggraeni, P. (2017). Pengaruh Kepemimpinan Instruksional Kepala Sekolah, Professional Learning Community Terhadap Kinerja Mengajar Guru dan Dampaknya Terhadap Efektivitas Pembelajaran di Madrasah Aliyah se-Bandung Raya. *Jurnal Administrasi Pendidikan*, 24(2), 131–143. <https://download.garuda.kemdikbud.go.id>
- Anshori, S. (2018). Pemanfaatan Teknologi Informasi Dan Komunikasi Sebagai Media Pembelajaran. *Jurnal Ilmu Pendidikan PKn Dan Sosial Budaya*, 9924, 88–100. <https://core.ac.uk/download/pdf/297668739.pdf>
- Antinluoma, M., Ilomäki, L., & Toom, A. (2021). Practices of Professional Learning Communities. *Frontiers in Education*, 6(April), 1–14. <https://doi.org/10.3389/feduc.2021.617613>
- Aprilia, D. P., & Windasari. (2024). Pengaruh Kepemimpinan Kerja Guru Terhadap Professional Learning Community Guru SMA Swasta Kota Padang. *Journal Edu Learning*, 3, 157–170 <https://internationalinstituteofresearch.org/journal/index.php/EL/article/view/121>
- Arifin, M., & Elfrianto. (2020). *Manajemen Pendidikan Masa Kini*. UMSU Press.
- Aslam, M. P., Nurdin, H. D., & Suharto, N. (2023). *Professional Learning Community: Strategi Tingkatkan Kinerja Guru*. Indonesia Emas Group.
- Awam, R., Rifma, Hadiyanto, & Sabandi, A. (2024). The Contribution of Principal ' s Academic Supervision and Pedagogical Competence to Teacher Performance. *Indonesian Research Journal in Education*, 7(2), 529–544. <https://doi.org/https://doi.org/10.22437/irje.v7i2.31476>
- Bedford, L. (2019). Using Social Media as a Platform for a Virtual Professional

- Learning Community. *Online Learning Journal*, 23(3), 120–136. <https://doi.org/10.24059/olj.v23i3.1538>
- Bendtsen, M., Forsman, L., Björklund, M., Bendtsen, M., & Forsman, L. (2022). Exploring empowering practices for teachers ' sustainable continuing professional development continuing professional development. *Educational Research*, 64(1), 60–76. <https://doi.org/10.1080/00131881.2021.2000338>
- Bilfaqih, Y., & Qomarudin, M. N. (2015). Esensi pengembangan pembelajaran daring. *Yogyakarta: Deepublish*, 46.
- Boateng, S., & Nyamekye, M. (2022). Learning Sciences with Technology : The Use of Padlet Pedagogical Tool to Improve High School Learners ' Attainment in Integrated Sciences. *International Journal of Learning, Teaching and Educational Research*, 21(5), 239–262. <https://doi.org/doi.org/10.26803/ijlter.21.5.13>
- Borg, W., & Gall, M. (2003). *Educational Research An Introduction* (7th ed.). United States of America. <https://www.scirp.org/reference/referencespapers?referenceid=2791321>
- Botha, C. (2022). Purposeful Collaboration through Professional Learning Communities : Teacher E ducators ' Challenges. *International Journal of Learning, Teaching and Educational Research*, 21(6), 210–225. <https://doi.org/10.26803/ijlter.21.6.13>
- Bragg, L. A., Walsh, C., & Heyeres, M. (2021). Successful design and delivery of online professional development for teachers : A systematic review of the literature. *Computers & Education*, 166(January), 104158. <https://doi.org/10.1016/j.compedu.2021.104158>
- Brennan, A., King, F., & King, F. (2022). Teachers ' experiences of transformative professional learning to narrow the values practice gap related to inclusive practice to narrow the values practice gap related to inclusive practice. *Cambridge Journal of Education*, 52(2), 175–194. <https://doi.org/10.1080/0305764X.2021.1965092>
- British Educational Research Association. (2018). *Ethical Guidelines For Educational Research*. British Ecucational Research Association. <https://books.google.co.id/books>
- Bryant, D. A., Lun, W. Y., & Adames, A. (2020). How middle leaders support in-service teachers ' on-site professional learning. *International Journal of Educational Research*, 100(December 2019). <https://doi.org/10.1016/j.ijer.2019.101530>
- Bulan, S., & Zainiyati, H. S. (2020). Pembelajaran online berbasis media Google Formulir dalam tanggap work from home masa Pandemi Covid-19 di Madrasah Ibtidaiyah Negeri (MIN) 1 Paser. *Syamil Jurnal Pendidikan Agama Islam*, 8(1), 15–34. <https://journal.uinsi.ac.id/index.php/syamil/article/view/2300/pdf>
- Caine, G., & Caine, R. N. (2010). *Strengthening and enriching your professional learning community: The art of learning together*. ASCD. <https://eric.ed.gov/?id=ED516419>
- Chichibu, T., Uchizaki, T., & Ono, Y. (2019). Promoting teacher collaborative learning in Lesson Study: Exploring and interpreting leadership to create professional learning community. *Instructional Leadership and Leadership*

- for Learning in Schools: Understanding Theories of Leading*, 299–316<https://eric.ed.gov/?id=ED516419>
- Chua, W. C. (2020). Unveiling the Practices and Challenges of Professional Learning Community in a Malaysian Chinese Secondary School. *SAGE Open*, 10(2). <https://doi.org/10.1177/2158244020925516>
- Colognesi, S., Nieuwenhoven, C. Van, & Beausaert, S. (2020). Supporting newly-qualified teachers' professional development and perseverance in secondary education : On the role of informal learning. *European Journal of Teacher Education*, 43(2), 258–276.<https://doi.org/10.1080/02619768.2019.1681963>
- Cormier, R., & Olivier, D. F. (2009). *Professional Learning Committees: Characteristics, Principals, and Teachers*. <https://ejournal.upi.edu/index.php/EARR/article/view/21712>
- Denee, R. (2024). The network professional learning community approach : an effective model for individual and group learning effective model for individual and group learning. *Teacher Development*, 28(3), 330–346. <https://doi.org/10.1080/13664530.2024.2307588>
- Dewey's Vision in.* (n.d.). 1916. <https://www.scirp.org/reference/referencespapers?referenceid=654538>
- Dijen GTK Kemdikbud. (2023). *Perdirjen GTK No.7607 Tahun 2023*.<https://guru.kemdikbud.go.id/dokumen>
- Dirjen GTK. (2003). *Perdirjen GTK No 2626 tahun 2023* <https://guru.kemdikbud.go.id/dokumen/lez9v1Dj2G?parentCategory=Peningkatan%20Kompetensi>.
- Doolittle, P. E. (1997). Understanding cooperative learning through Vygotsky ' s zone of proximal development. *Journal on Excellence in College Teaching*, 8(1), 83–103. <http://files.eric.ed.gov/fulltext/ED384575.pdf>
- DuFour, R. (2007). Professional Learning Communities: A Bandwagon, an Idea Worth Considering, or Our Best Hope for High Levels of Learning? *Middle School Journal*, 39(1), 4–8. <https://doi.org/10.1080/00940771.2007.11461607>
- Duncan-Howell, J. (2010). Teachers making connections: Online communities as a source of professional learning. *British Journal of Educational Technology*, 41(2), 324–340. <https://doi.org/10.1111/j.1467-8535.2009.00953.x>
- Efendi, F., Sunaryo, H., & Harijanto, D. (2023). Efektivitas Kepemimpinan Transformasional Kepala Sekolah melalui Komitmen Kerja terhadap Kinerja Guru Merdeka Belajar. *Jurnal Akuntabilitas Manajemen Pendidikan*, 11(2), 19–32. <https://doi.org/https://doi.org/10.21831/jamp.v11i2.60605>
- Emda, A. (2016). Strategi Peningkatan Kinerja Guru Yang Profesional. *Lantanida Journal*, 4(2), 111–117. <https://jurnal.araniry.ac.id/index.php/lantanida/article/view/1883>
- Epstein, J. L., Sanders, M. G., Sheldon, S. B., Simon, B. S., Salinas, K. C., Jansorn, N. R., Van Voorhis, F. L., Martin, C. S., Thomas, B. G., & Greenfeld, M. D. (2018). *School, family, and community partnerships: Your handbook for action*. Corwin Press. <https://eric.ed.gov/?id=ED586508>
- Farida, U., & Hartono, S. (2016). Manajemen Sumber Daya Manusia II. In *Unmuh Ponorogo Press* (Vol. 185, Issue 1). Unmuh Ponorogo Press. <http://eprints.umpo.ac.id/3660/1/BUKU%20AJAR%20MSDM%20II.pdf>
- Feniger, Y., Goldshtain, J., & Vedder-weiss, D. (2024). Professional learning communities under test- based accountability : evidence from an Israeli

- intervention programme. *Journal of Education Policy*, 39(4), 640–659. <https://doi.org/10.1080/02680939.2023.2253201>
- Laporan Kinerja Direktorat GTK Tahun 2023.* gtk.kemdikbud.go.id
- Hadiyanto, N., Yuliejantiningsih, Y., & Sudana, M. (2024). Pengaruh Kompetensi Kepala Sekolah , Budaya Organisasi dan Kompensasi terhadap Motivasi Kerjaguru SMP Swasta di. *Jurnal Inovasi Pembelajaran Di Sekolah*, 5(1), 201–208. <https://doi.org/10.51874/jips.v5i1.210>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2021). Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R : A workbook. *Springer, November*.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442–458. <https://doi.org/10.1108/IMDS-04-2016-0130>
- Hakim, A. B. (2016). Efektifitas penggunaan e-learning moodle, google classroom dan edmodo. *I-Statement*, 2(1). <https://ojs.ummetro.ac.id/index.php/sinarsangsurya>
- Hamman, D., Lechtenberger, D., Griffin-Shirley, N., & Zhou, L. (2013). Beyond Exposure to Collaboration: Preparing General-Education Teacher Candidates for Inclusive Practice. *The Teacher Educator*, 48(4), 244–256. <https://doi.org/10.1080/08878730.2013.796030>
- Harvey, F., & Nilsson, P. (2022). Contradictions and their manifestations in professional learning communities in mathematics. *Journal of Mathematics Teacher Education*, 25(6), 697–723. <https://doi.org/10.1007/s10857-021-09513-4>
- Hord, S. M. (1997). *Professional Learning Communities : Communities of Continuous Inquiry and Improvement* (S. E. D. Laboratory & T. 78701512/476-6861 211 East Seventh StreetAustin (Eds.)). 1997Southwest Educational Development Laboratory. <https://sedl.org/pubs/change34/plc-cha34.pdf>
- Hord, S. M. (1998). Creating a Professional Learning Community: Cottonwood Creek School. *Issues about Change*, 6(2), 1–8. <https://eric.ed.gov/?id=ED424685>
- Hord, S. M. (2008). Evolution of the Professional Learning Community. *National Staff Development Council*, 29(3), 10–13. <https://www.scirp.org/reference/referencespapers?referenceid=2633015>
- Hudson, C. (2024). A Conceptual Framework for Understanding Effective Professional Learning Community (PLC) Operation in Schools. *Journal of Education*, 204(3), 649–659. <https://doi.org/10.1177/00220574231197364>
- Jain, V., Gupta, S. S., Shankar, K. T., & Bagaria, K. R. (2022). A Study on Leadership Management , Principles , Theories , and Educational Management. *World Journal of English Language*, 12(3), 203–211. <https://doi.org/10.5430/wjel.v12n3p203>
- Janice Croasmun. (2007). The Impact Of Professional Learning Community On Student Achievement Gains : A Case Study *Ятыяматам, вы12у(235)*, 245. <http://digilib.unila.ac.id/4949/15/BAB II.pdf>

- Jaremus, F., & Gore, J. (2024). Building middle leading practice through pedagogy-focused professional development. *Educational Management Administration & Leadership*. <https://doi.org/10.1177/17411432241231001>
- Johannesson, P. (2022). Development of professional learning communities through action research: understanding professional learning in practice. *Educational Action Research*, 30(3), 411–426. <https://doi.org/10.1080/09650792.2020.1854100>
- Kali, T., Jayaraman, T., Hasnida, N., & Che, B. (2023). Establishing the Validity and Reliability of Professional Learning Community (PLC) Inventory in Educational Sector. *International Journal of Academic in Progressive Education and Development*, 12(2), 2124–2139. <https://doi.org/10.6007/IJARPED/v12-i2/17229>
- Kanya, N., Fathoni, A. B., Ramdani, Z., & Info, A. (2021). Factors affecting teacher performance 1. *International Journal of Evaluation and Research in Education (IJERE)*, 10(4), 1462–1468. <https://doi.org/10.11591/ijere.v10i4.21693>
- Karlberg, M., & Bezzina, C. (2022). Professional Development in Education The professional development needs of beginning and experienced teachers in four municipalities in Sweden. *Professional Development in Education*, 48(4), 624–641. <https://doi.org/10.1080/19415257.2020.1712451>
- Kellner, E., & Attorps, I. (2020). The school – university intersection as a professional learning arena: evaluation of a two- year action research project. *Teacher Development*, 24(3), 366–383. <https://doi.org/10.1080/13664530.2020.1773522>
- Kemdikbud, L. (2020). Panduan Kerja Kepala Sekolah di Masa Pandemi Covid-19. *LPPKSPS Kemdikbud*, 25. http://repositori.kemdikbud.go.id/18253/1/1588734578Panduan_Kerja_Kepala_Sekolah_di_masa_Pandemi_Covid-19.pdf
- Kempa, R. (2009). *Hubungan perilaku kepemimpinan, keterampilan manajerial, manajemen konflik, daya tahan stres kerja guru dengan kinerja guru SD Negeri di Kota Ambon*. Universitas Negeri Malang. <https://repository.um.ac.id/63803>
- Kilag, O. K. T., & Sasan, J. M. (2023). Unpacking the role of instructional leadership in teacher professional development. *Advanced Qualitative Research*, 1(1). <https://doi.org/https://orcid.org/0000-0003-0845-3373>
- Komalasari, K. (2010). Pembelajaran kontekstual konsep dan aplikasi. *Bandung: Refika Aditama.* <https://onesearch.id/Record/IOS4338.ai:slims-9668/Descriptio>
- Kompri, M. P. I. (2017). *Standardisasi Kompetensi Kepala Sekolah: Pendekatan Teori untuk Praktik Profesional Edisi Pertama*. Kencana. https://scholar.google.co.id/citations?view_op=view_citation&hl=id&user=Iom6ss0AAAAJ&citation_for_view=Iom6ss0AAAAJ:Tyk-4Ss8FVU
- Lee, D. H. L., & Ip, N. K. K. (2021). The influence of professional learning communities on informal teacher leadership in a Chinese hierarchical school context. *Educational Management Administration & Leadership*, 51(2), 324–344. <https://doi.org/10.1177/1741143220985159>
- Lieberman, B. A., & Miller, L. (2011). Learning Communities. *Jsd*, 32(4), 16–20. <https://eric.ed.gov/?id=EJ941372>

- Liljekvist, Y. E., Randahl, A., Bommel, J. Van, Olin-scheller, C., & Liljekvist, Y. E. (2021). Facebook for Professional Development : Pedagogical Content Knowledge in the Centre of Teachers ' Online Communities Facebook for Professional Development : Pedagogical Content Knowledge in the Centre of Teachers ' Online Communities. *Scandinavian Journal of Educational Research*, 65(5), 723–735. <https://doi.org/10.1080/00313831.2020.1754900>
- Ma, N., Du, L., Zhang, Y., Cui, Z., & Ma, R. (2020). The effect of interaction between knowledge map and collaborative learning strategies on teachers ' learning performance and self-efficacy of group learning. *Interactive Learning Environments*, 0(0), 1–15.<https://doi.org/10.1080/10494820.2020.1855204>
- Maisyaroh, Juharyanto, & Bafada, I. (2021). The Principal efforts in Facilitating the freedom to Learn By Enhancing Community Participation in Indonesia. *Cakrawala Pendidikan*, 40(1), 196–207. <https://doi.org/10.21831/cp.v40i1.36119>
- Manu, P. (2023). Pedagogy Of The Oppressed (A Revisit of Freire's Thesis Vis-à-Vis Adventist System of Education) Patrick Manu. *University of Arusha Academic Journal*, 2(1), 12–18. DOI: <https://doi.org/10.69713/uoaaj2023v02i01.02>
- Marshall, C., & Rossman, G. B. (2014). *Designing qualitative research*. Sage publications. <https://books.google.co.id/books>
- McLaughlin, M.W., & Talbert, J. . (2006). *Buliding school-based teacher learning communities*. Teacher College Press. https://books.google.co.id/books?id=WzMGAAAQBAJ&printsec=frontcover&hl=id&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=true
- Men PAN RB. (2023). MenPAN RB No.16 Tahun 2009. *Jdih.Menpan.Go.Id*.
- Miettinen, R. (2000). The concept of experiential learning and john dewey's theory of reflective thought and action. *International Journal of Lifelong Education*, 19(1), 54–72. <https://doi.org/10.1080/026013700293458>
- Morris, J. T. (2023). *Secondary Teacher Experinces in Professional Learning Communities : Phenomenological Research Study*. Liberty University, Lynchburg, VA. <https://digitalcommons.liberty.edu/doctoral/4286/>
- Mulyasa, E. (2013). Uji kompetensi dan penilaian kinerja guru. *Bandung: PT Remaja Rosdakarya*, 40.
- Muspawi, M. (2021). Strategi Peningkatan Kinerja Guru. *Jurnal Ilmiah Universitas Batanghari Jambi*, 21(1), 101. <https://doi.org/10.33087/juibj.v21i1.1265>
- Nabavi, R., & Bijandi, M. (2012). Bandura ' s social learning theory y social cognitive learning theory razieh tadayon nabavi. *Theories of Developmental Psychology, January 2012*, 24. <https://www.researchgate.net/>
- Net, W. W. W. P. (2022). Examination of Variables Used in Educational Administration Research with Social Network Analysis : A Study in the Context of Turkey. *Pegem Journal of Education and Instruction*, 13(1), 395–410. <https://doi.org/10.47750/pegegog.13.01.42>
- Ni, L., Bausch, G., & Benjamin, R. (2023). Computer science teacher professional development and professional learning communities: a review of the research literature. *Computer Science Education*, 33(1), 29–60. <https://doi.org/10.1080/08993408.2021.1993666>
- Nikičić, I. (2022, May). Professional Learning Communities in schools. *Institute of Pedagogy / Faculty of Philosophy, Ss. Cyril and Methodius University in*

- Skopje*, 347–355. <http://hdl.handle.net/20.500.12188/25144>
- Nisa, K., Imron, A., Sobri, A. Y., Hariyadi, R., & Anggara, R. A. (2024). Increasing teacher professionalism through the implementation of digital academic supervision in Indonesian secondary school : Personal learning networks as mediator. *Journal of Infrastructure, Policy and Development*, 8(8), 1–29 DOI: <https://doi.org/10.24294/jipd.v8i8.6420>
- Nurmasyitah, N., Murniati, A. R., & Usman, N. (2015). Implementasi manajemen stratejik dalam meningkatkan kinerja guru pada sekolah menengah kejuruan negeri 3 lhokseumawe. *Jurnal Administrasi Pendidikan Program Pascasarjana Unsyiah*, 3(2), 94530. <https://www.neliti.com/publications/94530/>
- Papadakou, C. (2018). Transforming a school into a Professional Learning Community : A comparative study between Finland and Greece. *University of Jyväskylä*. <https://jyx.jyu.fi/bitstream/handle/123456789/58454/1/URN%3ANBN%3Afi%3Ajyu-201806083109.pdf>
- Permana, J., & Sudarsyah, A. (2016). Model Pengembangan Profesi Guru Melalui Professional Learning Community Di Sekolah Menengah. *Jurnal Administrasi Pendidikan*, Vol.XXIII(1), 81–90. <https://doi.org/https://doi.org/10.17509/jap.v23i1.5576>
- Permana, J., & Sudarsyah, A. (2016b). Model Pengembangan Profesi Guru Melalui Professional Learning Community di Sekolah Menegah In *Jurnal Administrasi Pendidikan: Vol. XXIII* (Issue 1) <https://www.neliti.com/id/publications/75023/model-pengembangan-profesiguru-melalui-professional-learning-community-di-sekolah>
- PISA 2022 RESULTS: FACTSHEETS – Indonesia © OECD 2023. (2022). *PISA PISA 2022 Results*. OECD. https://www.oecd-ilibrary.org/education/pisa-2022-results-volume-i_53f23881-en
- Prenger, R., Poortman, C. L., & Handelzalts, A. (2021). Professional learning networks : From teacher learning to school improvement ? In *Journal of Educational Change* (Vol. 22, Issue 1). Springer Netherlands. <https://doi.org/10.1007/s10833-020-09383-2>
- Presiden Republik Indonesia. (2005). UU no 14 Tahun 2005 ttg Guru dan Dosen. In *Peraturan Pemerintah RI* (Vol. 46, pp. 185–189).
- Puslitjak Balitbang Kemdikbud. (2020). *Peran Musyawarah Guru Mata Pelajaran dalam meningkatkan mutu pembelajaran di SMA*.
- Quddus, A., & Aulia, H. D. (2024). Peran MGMP PAI dalam Penguatan Kompetensi dan Kinerja Guru di Zona Utara Kabupaten Lombok Timur. *Jurnal Ilmiah Profesi Pendidikan*, 9(14), 997–1008
- Ramly, A. T. (2016). Strategi Peningkatan Kinerja Guru Besar Di Perguruan Tinggi Negeri. *JURNAL MANAJEMEN UIKA*, 7(1), 1–15.
- Roslizam Hassan et al. (2022). Professional Learning Community's Practices : Exploring Malaysian Primary School Teacher Strategies. *Malaysian Online Journal of Educational Management (MOJEM)*), 10(4), 74–79. <https://ejournal.um.edu.my/index.php/MOJEM/article/view/39407>
- Ruky, A. S. (2006). *Sistem manajemen kinerja* (cetakan ke). Gramedia Pustaka Utama, Jakarta.
- Sabran, S., & Sabara, E. (2019). Keefektifan Google Classroom sebagai media

- pembelajaran. *Seminar Nasional Lp2m Unm*, 122–125. <https://ojs.unm.ac.id/semnaslemlit/article/view/8256>
- Sagala, S. (2013). *Kemampuan Profesional Guru dan Tenaga kependidikan Keempat*. Alfabeta.
- Sai, X., & Siraj, S. (2015). Professional Learning Community in Education: Literature Review. *The Online Journal of Quality in Higher Education*, 2(1), 65–78. www.toqiqh.net
- Samsu, R., Hardyanto, W., & Sudana, I. M. (2017). Efektifitas Model Supervisi Akademik Online pada Guru Sekolah Menengah Kejuruan. *Educational Management*, 6(2), 95–99. <https://journal.unnes.ac.id/sju/eduman/article/view/22773>
- Samsudi. (2011). *Disain Penelitian Pendidikan*. Unnes Press
- Sardiman, A. M. (2019). *Interaksi dan motivasi belajar mengajar*.
- Sarifudin, A. (2019). peningkatan kinerja guru dalam implementasi penilaian sistem SKS melalui supervisi akademik pengawas sekolah. *Edukasi Islami: Jurnal Pendidikan Islam*, 8(02), 417–434. <https://jurnal.stajialhidayahbogor.ac.id/index.php/ei/article/view/539>
- Saud, U. S. (2017). *Pengembangan profesi guru* (M. P. Dr.Riduwan (Ed.); Ketujuh). Alfabeta.
- Schady, N., Holla, A., Sabarwal, S., Silva, J., & Chang, A. Y. (2023). *How the COVID-19 Pandemic Eroded Human Capital and What to Do about It*. <https://openknowledge.worldbank.org/bitstream/handle/10986/39403/9781464819018.pdf?sequence=6&isAllowed=y>
- Schermelleh-Engel, K. (2003). Evaluating the Fit of Structural Equation Models: Tests of Significance and Descriptive Goodness-of-Fit Measures. *Methods of Psychological Research Online*, 8(July), 23–74. <https://www.psycharchives.org/en/item/1a8dea48-0285-4dac-a612-9dc0ff2532f6>
- Senge, P. (1990). The fifth discipline : The art and practice of the learning organization. In Doubleday/Currency. <http://www.emeraldinsight.com/journals.htm?articleid=1653644&show=abstract>
- Sheffield, R., Blackley, S., & Moro, P. (2018). A professional learning model supporting teachers to integrate digital technologies. *Issues in Educational Research*, 28(2), 487–510. <https://search.informit.org/doi/10.3316/ielapa.673481504163101>
- Shirrell, M., Hopkins, M., & Spillane, J. P. (2018). Professional Development in Education Educational infrastructure , professional learning , and changes in teachers ' instructional practices and beliefs. *Professional Development in Education*, 5257, 1–15. <https://doi.org/10.1080/19415257.2018.1452784>
- Slameto, S. (2017). Peningkatan kinerja guru melalui pelatihan beserta faktor penentunya. *Jurnal Pendidikan Ilmu Sosial*, 27(2), 38–47. <https://journals.ums.ac.id/index.php/jpis/article/view/5718>
- So, K., & Kim, J. (2013). Informal inquiry for professional development among teachers within a self-organized learning community: A case study from South Korea. *International Education Studies*, 6(3), 105–115. <https://doi.org/10.5539/ies.v6n3p105>
- Soares, F., Galisson, K., & Van de Laar, M. (2020). A Typology of Professional

- Learning Communities (PLC) for Sub-Saharan Africa: A Case study of Equatorial Guinea, Ghana, and Nigeria. *African Journal of Teacher Education*, 9(2), 110–143. <https://doi.org/10.21083/ajote.v9i2.6271>
- Sofyan Yamin. (2023). *Olah Data Smart PLS 3 Smart PLS 4 Amos & Stata* (Ketiga). Dewangga Energi Internasional <https://books.google.co.id/books?id=0b LEAAAQBAJ>
- Sowndappan, K. (2023). Practice Level in the Implementation of Professional Learning Communities in Improving the Quality of Teaching among Mathematics Teachers. *Journal of Language and Linguistics in Society*, 32, 1–8. <https://doi.org/10.55529/jlls.32.1.8>
- Stoll, L., Bolam, R., McMahon, A., Wallace, M., Thomas, S., Hawkey, K., & Smith, M. (2003). *Creating and Sustaining Effective Professional Learning Communities*. January, 1–20. <https://dera.ioe.ac.uk/id/eprint/5622/1/RR637.pdf>
- Sugiyono. (2015). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
- Tai, M. K., Omar, A. K., & Tai, M. K. (2023). Relationship between professional learning community and teacher attitudes toward change Relationship between professional learning community and teacher attitudes toward change Abdull Kareem Omar. *International Journal of Management in Education*, 17(1), 1–18. <https://doi.org/10.1504/IJMIE.2023.10051048>
- Tim Dosen Administrasi Pendidikan Universitas Pendidikan Indonesia. (2020). *Manajemen Pendidikan* (M. P. Dr. Ridwan, MBA (Ed.); 9th ed.).
- Torres, M. V. (2024). Teachers ' Views on the Conduct of Class Observation : The Philippine DepEd Setting. *International Journal of Instruction*, 17(3), 453–474. <https://doi.org/https://doi.org/10.29333/iji.2024.17325a>
- Triatna, C. (2016). *Pengembangan Manajemen Sekolah* (Nita Nur Muliawati (Ed.); Kedua). Remaja Rosdakarya.
- UNESCO. (2018). The 2030 Education Agenda : from MDGs , EFA Sustainable Development Goal 4. *Regional Training Course on SDG Indicator 15-19 October 2018 Daejeon, Republic of Korea, October*, 1–200. https://www.unsiap.or.jp/sites/default/files/pdf-e-learning_el_material_3_population_3_4_edu_1810_edu_kor1_2_monitoring_of_sdg4_global_and Regional_level.pdf
- Vincent Gaspersz. (2002). *Total Quality Manajemen*. PT. Gramedia Pustaka Utama.
- Vu, T., Magis-weinberg, L., & Jansen, B. R. J. (2022). Motivation-Achievement Cycles in Learning : a Literature Review and Research Agenda. *Educational Psychology Review*, 39–71. <https://doi.org/https://doi.org/10.1007/s10648-021-09616-7>
- W. James Popham. (2020). Classroom Assessment: What Teachers Need to Know (Ninth Edition). *Pearson Education*, 39(1), 85–90. <https://doi.org/10.1111/j.1745-3984.2002.tb01136.x>
- Wayne K.Hoy dan Cecil G. Miskel. (2014). *Administrasi Pendidikan Teori Riset dan Praktik* (edisi semb). Pustaka Pelajar.
- Wegner, G. G. (1976). *Experiential Learning: Theory and Postulates as Reflected in John Dewey's Theories of Learning and Experience*. <http://e-resources.perpusnas.go.id:2048/>
- Wolde, B. D. (2021). The Role of Continuous Professional Development in

- Improving Secondary School Teachers ' Teaching and Learning Competencies to Deliver Quality Education in Ethiopia : A Case of Secondary School Education in Ethiopia : A Case of Secondary School. *The Qualitative Report*, 26(5), 1345–1363. <https://doi.org/https://doi.org/10.46743/2160-3715/2021.3650>
- Yamin, M., & Maisah, M. (2010). Standarisasi kinerja guru. *Jakarta: Gaung Persada*, 14.
- Yanti, M. T., Kuntarto, E., & Kurniawan, A. R. (2020). Pembelajaran Jarak Jauh. *Adi Widya Jurnal Pendidikan Dasar*, 10(1), 61-68. <https://doi.org/10.31764/elementary.v6i1.12704>
- Zgenel, M. Ö. (2019). The role of teacher performance in school effectiveness. *International Journal of Education Technology and Scientific Researches*, 4(10), 417–434. <https://doi.org/https://doi.org/10.35826/ijetsar.42>
- Zhang, J., Yin, H., & Wang, T. (2023). Exploring the effects of professional learning communities on teacher's self-efficacy and job satisfaction in Shanghai, China. *Educational Studies*, 49(1), 17–34. <https://doi.org/10.1080/03055698.2020.1834357>