

**IMPLEMENTASI KEPEMIMPINAN DIGITAL DALAM  
MENINGKATKAN KINERJA PEGAWAI DI DINAS PENDIDIKAN  
PROVINSI JAWA BARAT**



**TESIS**

*diajukan untuk memenuhi sebagian syarat untuk memperoleh gelar  
Magister Pendidikan Program Studi Administrasi Pendidikan*

Oleh:

Iqbal Nugraha Barlian

NIM 2410983

**PROGRAM STUDI ADMINISTRASI PENDIDIKAN  
FAKULTAS ILMU PENDIDIKAN  
UNIVERSITAS PENDIDIKAN INDONESIA  
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Iqbal Nugraha Barlian

S.Pd. Universitas Pendidikan Indonesia, 2024

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

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**HALAMAN PENGESAHAN**

**IQBAL NUGRAHA BARLIAN**

NIM. 2410983

**IMPLEMENTASI KEPEMIMPINAN DIGITAL DALAM MENINGKATKAN  
KINERJA PEGAWAI DI DINAS PENDIDIKAN PROVINSI JAWA BARAT**

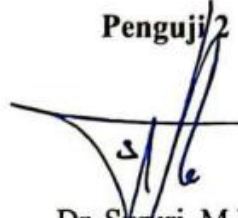
Disetujui dan disahkan oleh:

**Penguji 1**



Dr. Asep Suryana, M.Pd.  
NIP. 197203211999031002

**Penguji 2**



Dr. Sururi, M.Pd.  
NIP. 1970110919998021001

**Penguji 3**



Dr. Hj. Yayah Rahyasih, M.Pd.  
NIP. 196012311986032001

**Penguji 4**



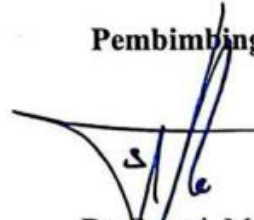
Dr. Suryadi, M.Pd.  
NIP. 197803312001122001

**Pembimbing 1**



Dr. Asep Suryana, M.Pd.  
NIP. 197203211999031002

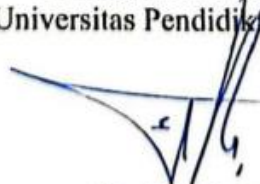
**Pembimbing 2**



Dr. Sururi, M.Pd.  
NIP. 1970110919998021001

**Mengetahui**

Ketua Program Studi Administrasi Pendidikan  
Fakultas Ilmu Pendidikan  
Universitas Pendidikan Indonesia



Dr. Sururi, M.Pd.  
NIP. 1970110919998021001

## ABSTRAK

Penelitian ini bertujuan untuk menganalisis secara mendalam implementasi kepemimpinan digital dan dampaknya terhadap kinerja pegawai di Dinas Pendidikan Provinsi Jawa Barat, sebuah institusi publik yang tengah menghadapi tantangan transformasi digital dalam tata kelola organisasi. Latar belakang penelitian dilandasi oleh urgensi peningkatan efektivitas dan efisiensi pelayanan publik melalui pemanfaatan teknologi informasi serta perlunya pembaruan dalam pola kepemimpinan yang adaptif terhadap perkembangan digital. Penelitian menggunakan pendekatan kualitatif dengan metode deskriptif-analitik, melibatkan wawancara mendalam, studi dokumentasi, serta observasi partisipatif terhadap sejumlah ketua koordinator bidang dan pegawai di lingkungan dinas. Hasil penelitian menunjukkan bahwa implementasi kepemimpinan digital berperan signifikan dalam memperkuat koordinasi, komunikasi, dan pemantauan kinerja pegawai secara real-time. Penggunaan teknologi digital tidak hanya meningkatkan capaian indikator kinerja utama seperti Sasaran Kinerja Pegawai (SKP), nilai perilaku kerja, dan penilaian kinerja akhir, tetapi juga mendorong peningkatan motivasi, kepuasan kerja, serta rasa memiliki pegawai terhadap institusi. Kepemimpinan yang inovatif terbukti mampu merevitalisasi proses kerja, mengatasi resistensi terhadap perubahan, dan menciptakan lingkungan kerja yang kolaboratif. Implikasi teoretis dari penelitian ini memberikan kontribusi pada pengembangan model kepemimpinan digital khususnya dalam konteks birokrasi publik di era disrupsi teknologi. Sementara itu, implikasi praktisnya memberikan rekomendasi strategis mengenai pentingnya pelatihan teknologi, reformasi kebijakan internal, dan penguatan budaya organisasi agar transformasi digital berjalan berkesinambungan. Secara keseluruhan, penelitian ini menegaskan bahwa kepemimpinan digital merupakan faktor krusial dalam mendukung pencapaian tujuan organisasi publik melalui transformasi tata kelola berbasis teknologi.

Kata kunci: Kepemimpinan Digital, Kinerja Pegawai, Organisasi Publik, Transformasi Digital

## **ABSTRACT**

*This study aims to conduct an in-depth analysis of the implementation of digital leadership and its impact on employee performance within the West Java Provincial Education Office, a public institution facing the challenges of digital transformation in organizational governance. The research is grounded in the urgency to enhance the effectiveness and efficiency of public service delivery through information technology utilization, as well as the necessity for adaptive leadership models attuned to digital developments. Employing a qualitative approach with descriptive-analytic methods, the study involves in-depth interviews, document analysis, and participatory observation with several divisional coordinators and staff within the institution. The results indicate that the digital leadership implementation significantly strengthens coordination, communication, and real-time performance monitoring. The adoption of digital technologies not only improves key performance indicators such as Employee Performance Targets (SKP), behavioral assessments, and final performance evaluations but also fosters greater motivation, job satisfaction, and a sense of belonging among staff. Innovative leadership is shown to revitalize work processes, overcome resistance to change, and establish a collaborative work environment. The theoretical implications of this research contribute to the development of digital leadership models, particularly within the context of bureaucratic public sector organizations amidst technological disruption. The practical implications offer strategic recommendations emphasizing the importance of technological training, internal policy reforms, and the enhancement of organizational culture for sustainable digital transformation. Overall, this study highlights digital leadership as a critical factor in supporting the achievement of public organizational goals through technology-driven governance transformation.*

*Keywords: Digital Leadership, Digital Transformation, Employee Performance, Public Organization*

## KATA PENGANTAR

Puji dan syukur penulis panjatkan kepada Allah SWT, yang dengan rahmat dan hidayah-Nya, telah memungkinkan penulis menyelesaikan penelitian tesis ini tepat pada waktunya. Tesis berjudul “Implementasi Kepemimpinan Digital dalam Meningkatkan Kinerja Pegawai di Dinas Pendidikan Provinsi Jawa Barat” ini disusun sebagai bagian dari persyaratan untuk meraih gelar Magister Pendidikan dalam Program Studi Administrasi Pendidikan.

Lebih dari sekadar sebuah karya akademis, penelitian ini merupakan hasil kerja keras penulis dalam mengejar ilmu, memperdalam pemahaman, dan menerapkan kontribusi nyata dalam bidang keilmuan. Setiap langkah dalam proses ini dijalani dengan kesadaran akan tanggung jawab intelektual dan moral.

Peneliti juga menyadari bahwa penelitian ini tidak lepas dari kekurangan dan keterbatasan. Oleh karena itu, segala kritik dan saran yang membangun sangat diharapkan untuk perbaikan di masa depan. Semoga hasil penelitian ini dapat memberikan kontribusi bagi pengembangan ilmu pengetahuan dan praktik di bidang kepemimpinan digital serta peningkatan kinerja pegawai.

Bandung, 23 Juni 2025

Peneliti

Iqbal Nugraha Barlian

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## DAFTAR ISI

|                                                          |             |
|----------------------------------------------------------|-------------|
| <b>HAK CIPTA .....</b>                                   | <b>ii</b>   |
| <b>HALAMAN PENGESAHAN.....</b>                           | <b>iii</b>  |
| <b>ABSTRAK .....</b>                                     | <b>iv</b>   |
| <b><i>ABSTRACT</i> .....</b>                             | <b>v</b>    |
| <b>KATA PENGANTAR .....</b>                              | <b>vi</b>   |
| <b>UCAPAN TERIMA KASIH .....</b>                         | <b>vii</b>  |
| <b>DAFTAR ISI .....</b>                                  | <b>viii</b> |
| <b>DAFTAR TABEL .....</b>                                | <b>xi</b>   |
| <b>DAFTAR GAMBAR .....</b>                               | <b>xii</b>  |
| <b>DAFTAR LAMPIRAN .....</b>                             | <b>xiii</b> |
| <b>BAB I PENDAHULUAN.....</b>                            | <b>1</b>    |
| 1.1. Latar Belakang .....                                | 1           |
| 1.2. Batasan dan Rumusan Masalah.....                    | 6           |
| 1.3. Tujuan Penelitian .....                             | 7           |
| 1.4. Manfaat Penelitian .....                            | 7           |
| 1.5. Struktur Penelitian Tesis .....                     | 8           |
| <b>BAB II KAJIAN PUSTAKA.....</b>                        | <b>10</b>   |
| 2.1. Kajian Pustaka.....                                 | 10          |
| 2.1.1. Kinerja Pegawai .....                             | 10          |
| 2.1.2. Faktor yang Mempengaruhi Kinerja .....            | 12          |
| 2.1.3. Penilaian Kinerja Pegawai .....                   | 13          |
| 2.1.4. Transformasi Digital di Sektor Pemerintahan.....  | 16          |
| 2.1.5. Konsep Kepemimpinan .....                         | 18          |
| 2.1.6. Peran Kepemimpinan .....                          | 21          |
| 2.1.7. Model Kepemimpinan.....                           | 23          |
| 2.1.8. Kepemimpinan Digital .....                        | 33          |
| 2.1.9. Kompetensi Kepemimpinan Digital.....              | 35          |
| 2.1.10. Dimensi dan Indikator Kepemimpinan Digital ..... | 36          |
| 2.1.11. Peran dan Kontribusi Kepemimpinan Digital .....  | 39          |

|                                                                    |            |
|--------------------------------------------------------------------|------------|
| 2.1.12. Tantangan Implementasi Kepemimpinan Digital .....          | 40         |
| 2.2. Penelitian Terdahulu .....                                    | 45         |
| 2.3. Kerangka Pikir Penelitian .....                               | 48         |
| <b>BAB III METODE PENELITIAN .....</b>                             | <b>50</b>  |
| 3.1. Desain Penelitian.....                                        | 50         |
| 3.2. Partisipasi dan Tempat Penelitian .....                       | 51         |
| 3.3. Teknik Penggalan Data .....                                   | 52         |
| 3.4. Prosedur Pengolahan Data .....                                | 54         |
| 3.5. Kisi-Kisi dan Instrumen Penelitian .....                      | 56         |
| <b>BAB IV HASIL PENELITIAN.....</b>                                | <b>57</b>  |
| 4.1. Implementasi Kepemimpinan Digital .....                       | 57         |
| 4.1.1. <i>Digital Attitude</i> .....                               | 57         |
| 4.1.2. <i>Leadership Skill</i> .....                               | 61         |
| 4.1.3. <i>Communication Skill</i> .....                            | 65         |
| 4.1.4. <i>Social Skill</i> .....                                   | 67         |
| 4.1.5. <i>Team Building Skill</i> .....                            | 69         |
| 4.1.6. <i>Change Management</i> .....                              | 71         |
| 4.1.7. <i>Trustworthniess</i> .....                                | 74         |
| 4.2. Peran Kepemimpinan Digital Meningkatkan Kinerja Pegawai ..... | 76         |
| 4.2.1. Manajemen Pengelolaan Kepegawaian.....                      | 76         |
| 4.2.2. Peningkatan Indikator Kinerja Pegawai.....                  | 78         |
| 4.2.3. Peran Kepala Dinas Pendidikan Provinsi Jawa Barat .....     | 80         |
| 4.2.4. Peran Kepemimpinan Digital .....                            | 82         |
| 4.3. Faktor Pendukung & Penghambat Kepemimpinan Digital.....       | 86         |
| 4.3.1. Faktor Pendukung .....                                      | 87         |
| 4.3.2. Faktor Penghambat.....                                      | 90         |
| <b>BAB V PEMBAHASAN .....</b>                                      | <b>94</b>  |
| 5.1. Implementasi Kepemimpinan Digital .....                       | 94         |
| 5.2. Peran Kepemimpinan Digital Meningkatkan Kinerja Pegawai ..... | 102        |
| 5.3. Faktor Pendukung & Penghambat Kepemimpinan Digital.....       | 104        |
| <b>BAB VI SIMPULAN DAN SARAN .....</b>                             | <b>109</b> |

|                              |            |
|------------------------------|------------|
| 6.1. Simpulan .....          | 109        |
| 6.2. Implikasi.....          | 111        |
| 6.3. Rekomendasi .....       | 112        |
| <b>DAFTAR PUSTAKA .....</b>  | <b>114</b> |
| <b>DAFTAR LAMPIRAN .....</b> | <b>122</b> |

## DAFTAR TABEL

|                                                                   |    |
|-------------------------------------------------------------------|----|
| Tabel 1.1 Rekapitulasi Hasil Penilaian Kinerja Disdik Jabar ..... | 2  |
| Tabel 2.1 Penelitian Terdahulu .....                              | 45 |
| Tabel 4.1 Indikator Kinerja Pegawai .....                         | 78 |

## DAFTAR GAMBAR

|             |                                                                        |    |
|-------------|------------------------------------------------------------------------|----|
| Gambar 1.1  | Indikator Kinerja Pegawai.....                                         | 3  |
| Gambar 1.2  | Hasil Analisis Penelitian Mengenai Kinerja Pegawai.....                | 4  |
| Gambar 2.1  | Sistem Penilaian Kinerja Pegawai.....                                  | 14 |
| Gambar 2.2  | Mekanisme Penilaian Kinerja Pegawai.....                               | 15 |
| Gambar 2.3  | Implementasi Kepemimpinan Digital .....                                | 38 |
| Gambar 2.4  | Kerangka Penelitian .....                                              | 49 |
| Gambar 3.1  | Fitur Manajemen Data Dalam Nvivo .....                                 | 56 |
| Gambar 4.1  | Kepemimpinan Digital dengan Indikator <i>Digital Attitude</i> .....    | 57 |
| Gambar 4.2  | Kepemimpinan Digital dengan Indikator <i>Leadership Skill</i> .....    | 61 |
| Gambar 4.3  | Kepemimpinan Digital dengan Indikator <i>Communication Skill</i> ..... | 65 |
| Gambar 4.4  | Kepemimpinan Digital dengan Indikator <i>Social Skill</i> .....        | 67 |
| Gambar 4.5  | Kepemimpinan Digital dengan Indikator <i>Team Building Skill</i> ..... | 69 |
| Gambar 4.6  | Kepemimpinan Digital dengan Indikator <i>Change Management</i> .....   | 71 |
| Gambar 4.7  | Kepemimpinan Digital dengan Indikator <i>Trustworthniess</i> .....     | 74 |
| Gambar 4.8  | Aplikasi Monitoring Kinerja Pegawai.....                               | 77 |
| Gambar 4.9  | Indikator Kinerja Pegawai.....                                         | 78 |
| Gambar 4.10 | Kepemimpinan Digital dalam Peningkatan Kinerja Pegawai .....           | 82 |
| Gambar 4.11 | <i>Word Cloud</i> Kepemimpinan Digital dan Kinerja Pegawai .....       | 86 |
| Gambar 4.12 | Faktor Pendukung dan Penghambat Kepemimpinan Digital .....             | 86 |

## DAFTAR LAMPIRAN

|                                                                                  |     |
|----------------------------------------------------------------------------------|-----|
| Lampiran 1. Hasil Observasi.....                                                 | 122 |
| Lampiran 2. Studi Dokumentasi .....                                              | 128 |
| Lampiran 3. SK Dosen Pembimbing .....                                            | 135 |
| Lampiran 4. Izin Penelitian Dinas Pendidikan Provinsi Jawa Barat.....            | 137 |
| Lampiran 5. Izin Penelitian Kesatuan Bangsa dan Politik Provinsi Jawa Barat..... | 138 |
| Lampiran 6. Kisi Kisi Penelitian.....                                            | 139 |
| Lampiran 7. Instrumen Penelitian .....                                           | 142 |
| Lampiran 8. Hasil Triangulasi .....                                              | 149 |
| Lampiran 9. Dokumen Lembaga.....                                                 | 150 |
| Lampiran 10. Laporan Kinerja Pegawai .....                                       | 151 |
| Lampiran 11. Peraturan KemenPAN-RB No 6 Tahun 2022.....                          | 152 |
| Lampiran 12. Peraturan Presiden No. 95 Tahun 2018 .....                          | 153 |
| Lampiran 13. Dokumentasi Penelitian.....                                         | 154 |
| Lampiran 14. Catatan Bimbingan .....                                             | 155 |
| Lampiran 15. Hasil Cek <i>Similarity</i> .....                                   | 161 |
| Lampiran 16. Riwayat Hidup.....                                                  | 163 |

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#### **Peraturan/Perundang-Undangan:**

- Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 6 Tahun 2022 Tentang Pengelolaan Kinerja Pegawai Aparatur Sipil Negara.
- Peraturan Presiden No. 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Digital (SPBE).
- Pedoman Penulisan Karya Tulis Ilmiah Universitas Pendidikan Indonesia Menuju *World Class University (WCU)* 2024.