

## ABSTRAK

### **PENERAPAN MODEL *EXPERIENTIAL LEARNING* DALAM MENUMBUHKAN KOMPETENSI KEPEMIMPINAN OPERASIONAL (Studi deskriptif pada program pendidikan dan pelatihan kepemimpinan (diklatpim) tingkat IV angkatan 2 di PKP2A I (LAN) Jatiningor)**

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Penelitian ini dilatarbelakangi oleh kebutuhan aparatur sipil negara (ASN) eselon IV akan kompetensi kepemimpinan operasional, melalui diklat kepemimpinan yang diselenggarakan oleh PKP2A I LAN. Tujuan penelitian ini untuk memperoleh gambaran mengenai: 1) Aspek pelaksanaan pembelajaran diklatpim IV angkatan 2, 2) Langkah-langkah penerapan model *experiential learning* dan 3) Kompetensi kepemimpinan operasional peserta diklat. Landasan teori dalam penelitian ini yaitu konsep diklat, konsep model *experiential learning* dan konsep *competency based training* (CBT). Metode penelitian yang digunakan yaitu metode kualitatif, dengan teknik wawancara, observasi dan studi dokumentasi. Subjek penelitian berjumlah lima orang yaitu satu pengelola, dua orang widyaiswara dan dua orang lulusan peserta diklat. Hasil dari penelitian yaitu: 1) Aspek pelaksanaan pembelajaran diklatpim IV angkatan 2 meliputi perencanaan, pelaksanaan dan evaluasi. 2) Langkah-langkah penerapan model *experiential learning* dalam menumbuhkan kompetensi kepemimpinan operasional yaitu dengan melibatkan peserta diklat yang terdiri dari empat tahapan yaitu tahap pengalaman konkrit, tahap observasi refleksi, tahap konseptualisasi atau berpikir abstrak dan tahap pengalaman aktif atau penerapan. 3) Kompetensi kepemimpinan operasional dilihat ketika peserta mampu menyelesaikan tugas diklat diantaranya memiliki integritas sesuai peraturan perundang-undangan, mampu membuat perencanaan kegiatan, mampu berkolaborasi baik internal maupun eksternal, mampu membuat inovasi dan mampu mengoptimalkan seluruh SDM. Saran mencakup : 1) Saran bagi lembaga khususnya bidang diklat ialah hendaknya model *experiential learning* tidak hanya diterapkan pada diklatpim saja akan tetapi di diklat lainnya dan diadakan tindak lanjut akan output yang dihasilkan peserta. 2) Saran bagi peserta diklat yang saat ini menjadi alumni yakni melanjutkan inovasi yang telah dibuat saat diklat guna meningkatkan kompetensi kepemimpinan operasional yang sudah dicapai.

**Kata kunci:** *model experiential learning*, diklat kepemimpinan, *competency based training* (CBT), kompetensi kepemimpinan operasional

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## ABSTRACT

### **APPLICATION OF EXPERIENTIAL LEARNING MODEL TO GROW THE COMPETENCE OF OPERATIONAL LEADERSHIP (Descriptive study of 4<sup>th</sup> education and training leadership program 2<sup>nd</sup> generation in Pusat Kajian dan Pendidikan dan Pelatihan Aparatur I (LAN) Jatnangor)**

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This research based by requirement of civil apparatus of state (ASN) of 4<sup>th</sup> echelon about operational leadership competence, through leadership training organized by PKP2A I LAN. The purpose of this study is to obtain a description of: 1) Aspects of the implementation learning process of 4<sup>th</sup> education and training leadership program 2<sup>nd</sup> generation, 2) Step of implementation experiential learning model and 3) Competence of operational leadership of training participants. Theoretical basis in this research is the concept of training, the concept of experiential learning model and the concept of competency based training (CBT). The research method used is qualitative method, with interview technique, observation and documentation study. Research subjects were five people, one manager, two widyaiswara and two graduates of training participants. The results of the research are: 1) Aspects of the implementation of the learning process of 4<sup>th</sup> education and training leadership program 2<sup>nd</sup> generation includes planning, implementation and evaluation. 2) Step of implementation experiential learning model in growing the operational leadership competence is by involving the training participants consisting of four stages of concrete experience stage, the stage of reflection observation, the stage of conceptualization or abstract thinking and the stage of active experience or application. 3) Competence of operational leadership is seen when the participants are able to complete the task of training, they have integrity in accordance with legislation, able to make activity planning, able to collaborate both internal and external, able to make innovation and able to optimize all human resources. Suggestions include: 1) Suggestions for the institution especially the field of training is the experiential learning model should not only be applied to the training but also in other training and follow-up will be the output produced by the participants. 2) Suggestions for the training participants who are currently graduates continue the innovations that have been made when the training to improve the operational leadership competencies that have been achieved.

*Key Words: experiential learning model, education and training leadership program, competency based training (CBT), operational leadership competence.*

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