

**PENGEMBANGAN MODEL KEPEMIMPINAN TRANSFORMASIONAL DALAM  
PENINGKATAN KUALITAS LAYANAN AKADEMIK PERGURUAN TINGGI**

**DISERTASI**

Diajukan untuk Memenuhi Sebagian dari Syarat untuk Memperoleh Gelar Doktor  
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# PENGEMBANGAN MODEL KEPEMIMPINAN TRANSFORMASIONAL DALAM PENINGKATAN KUALITAS LAYANAN AKADEMIK

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## Abstrak

Penelitian ini bertujuan untuk mengembangkan model kepemimpinan transformasional dalam peningkatan kualitas layanan akademik perguruan tinggi. Hal ini dilatarbelakangi oleh layanan akademik yang ditawarkan perguruan tinggi belum sepenuhnya memenuhi ekspektasi mahasiswa. Untuk itu dengan adanya model ini, diharapkan pimpinan perguruan tinggi akan mampu membangun komitmen serta motivasi para anggotanya, mampu menjadi agen perubahan, tanggap terhadap kebutuhan, serta mampu berinovasi menuju peningkatan kinerja layanan akademik. Metode yang digunakan dalam penelitian ini yaitu metode *Design Based Research* (DBR) yang dilakukan melalui empat langkah utama antara lain langkah identifikasi dan analisis masalah, langkah perancangan model, langkah pengujian model dan langkah refleksi akhir. Strategi penelitian yang digunakan adalah strategi eksplanatori sekuensial sehingga peneliti menetapkan sampel penelitian dengan jumlah 506 orang yang terdiri dari ketua program studi, dosen, staff, dan mahasiswa pada program studi Pendidikan Guru Sekolah Dasar Universitas Pendidikan Indonesia. Hasil penelitian menunjukkan bahwa: 1. Kualitas layanan akademik Prodi PGSD Universitas Pendidikan Indonesia pada umumnya telah diberikan dengan baik kepada seluruh pelanggan Perguruan Tinggi, kepastian (*assurance*) menjadi dimensi tertinggi kualitas layanan akademik yang diberikan, sedangkan dimensi keandalan (*reliability*) menjadi dimensi terendah yang diberikan kepada pelanggan Perguruan Tinggi 2. Kepemimpinan transformasional Prodi PGSD Universitas Pendidikan Indonesia secara umum telah diimplementasikan dengan baik, dimensi kharismatik (*idealized influence*) menjadi dimensi tertinggi yang diimplementasikan sedangkan dimensi motivasi inspirasional (*inspirational motivation*) belum diimplementasikan dengan optimal. 3. Pengembangan model yang telah dilakukan menemukan model kepemimpinan transformasional dalam peningkatan kualitas layanan akademik yang disebut 4I-C (*Idealized Influence, Inspirational Motivation, Intellectual Stimulation, dan Individual Consideration dan Coordination*) dalam TERRA-P (*Tangible, Empathy, Reliability, Responsiveness, Assurance dan Passion*). Hasil penelitian ini diharapkan berimplikasi terhadap peningkatan gairah kerja serta koordinasi antar pihak pada perguruan tinggi sehingga kepuasan mahasiswa dapat terpenuhi dan citra baik perguruan tinggi dapat terwujud.

**Kata Kunci:** Model kepemimpinan transformasional, kualitas layanan akademik, perguruan tinggi.

# TRANSFORMATIONAL LEADERSHIP MODELS DEVELOPMENT IN IMPROVING THE ACADEMIC SERVICE QUALITY OF HIGHER EDUCATION

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## Abstract

This study aims to develop a transformational leadership model in improving the quality of higher education academic services. This is motivated by the academic services offered by universities that have not fully met student expectations. For this reason, with this model, it is hoped that university leaders will be able to build commitment and motivation of their members, be able to become agents of change, be responsive to needs, and be able to innovate towards improving academic service performance. The method used in this research is the Design Based Research (DBR) method which is carried out through four main steps, including the identification and problem analysis step, the model design step, the model testing step and the final reflection step. The researcher determined the research sample with a total of 506 people consisting of the head of the study program, lecturers, staff, and students in the Elementary School Teacher Education Study Program, Universitas Pendidikan Indonesia. The results showed that: 1. The quality of academic services for the Elementary School Teacher Education Study Program at the Universitas Pendidikan Indonesia has generally been well provided to all university customers, assurance being the highest dimension of the quality of academic services provided, while reliability is the lowest dimension given to university customers 2. In general, transformational leadership of the Elementary School Teacher Education Study Program at the Universitas Pendidikan Indonesia has been implemented well, the charismatic dimension (idealized influence) being the highest dimension that has been implemented while the inspirational motivation dimension has not been implemented optimally. 3. The model development that has been carried out has found transformational leadership model in improving the quality of academic services called 4I-C (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration and Coordination) in TERRA-P (Tangible, Empathy, Reliability, Responsiveness, Assurance and Passion). The results of this study are expected has implications for increasing work enthusiasm and coordination between parties in higher education so that student satisfaction can be fulfilled and the good image of the university can be realized.

**Keywords:** Transformational leadership model, academic service quality, higher education.

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Cucun Sunaengsih, 2021

**PENGEMBANGAN MODEL KEPEMIMPINAN TRANSFORMASIONAL DALAM PENINGKATAN KUALITAS LAYANAN AKADEMIK PERGURUAN TINGGI**

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