

**MODEL MANAJEMEN PENDIDIKAN KARAKTER  
SEKOLAH MENENGAH PERTAMA BERBASIS *BOARDING  
SCHOOL* DI JAWA BARAT DITINJAU DARI *ETHICAL  
LEADERSHIP, TEACHER CAPACITY BUILDING* DAN  
*SCHOOL CULTURE***

**DISERTASI**

**Diajukan Untuk Memenuhi Sebagian Syarat  
Untuk Memperoleh Gelar Doktor Ilmu Pendidikan  
Dalam Bidang Administrasi Pendidikan**



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**MODEL MANAJEMEN PENDIDIKAN KARAKTER SEKOLAH  
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CAPACITY BUILDING* DAN *SCHOOL CULTURE***

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## PERNYATAAN

Dengan ini saya menyatakan bahwa disertasi dengan judul "**Model Manajemen Pendidikan Karakter Sekolah Menengah Pertama Berbasis *Boarding School* di Jawa Barat Ditinjau dari *Ethical Leadership*, *Teacher Capacity Building* dan *School Culture***" ini beserta seluruh isinya adalah benar-benar karya saya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan. Atas pernyataan ini, saya siap menanggung resiko/sanksi apabila di kemudian hari ditemukan adanya pelanggaran etika keilmuan atau ada klaim dari pihak lain terhadap keaslian karya saya ini.

Bandung, Januari 2021

Yang membuat pernyataan

Rois Abdul Fatah

## KATA PENGANTAR

Puji dan syukur penyusun panjatkan ke hadirat Allah SWT, berkat rahmat dan karunia-Nya, penyusun dapat menyelesaikan Disertasi yang berjudul “Model manajemen pendidikan karakter sekolah menengah pertama berbasis *boarding school* di Jawa Barat ditinjau dari *ethical leadership*, *teacher capacity building* dan *school culture*”.

Selama ini Pendidikan karakter sudah menjadi kebutuhan dan cita-cita fundamental bangsa Indonesia yang dikenal sebagai bangsa yang religius atau beragama, di mana dalam setiap Agama diajarkan karakter atau akhlak mulia kepada pemeluknya. Namun situasi dan kondisi jaman sekarang mengalami perubahan tata nilai, ditandai dengan terjadinya perilaku menyimpang dari norma-norma sosial dan nilai-nilai budaya, meningkatnya pola hidup konsumeristis dan hedonistis, gaya hidup serba instan, dan berfoya-foya menjadi indikator bergesernya nilai-nilai moral dan menurunnya kualitas karakter generasi muda. Untuk itu pendidikan karakter yang komprehensif dan konsisten diperlukan dalam menjawab tantangan pergeseran tatanan perilaku siswa.

Penulis menyadari sepenuhnya, bahwa dalam penyusunan disertasi ini tidak terlepas dari berbagai kekurangan baik dari segi isi maupun bahasa, karena bernilai keterbatasan yang penulis miliki. Oleh karena itu, saran dan kritik dari pembaca khususnya penguji sangat penulis harapkan untuk perbaikan dimasa datang.

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Bandung, Januari 2021

Penyusun

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**MODEL MANAJEMEN PENDIDIKAN KARAKTER SEKOLAH MENENGAH PERTAMA BERBASIS BOARDING SCHOOL DITINJAU DARI ETHICAL LEADERSHIP, TEACHER CAPACITY BUILDING DAN SCHOOL CULTURE**

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## ABSTRAK

Permasalahan utama dalam pendidikan karakter adalah adanya proses tata kelola yang masih kurang. Orientasi pendidikan karakter kurang terarah pada masalah utama yaitu lemahnya moral reasoning siswa. Kebutuhan untuk keberlangsungan sebuah proses interaksi pembelajaran yang mendorong peningkatan moral reasoning memerlukan dukungan model tata kelola. Tujuan Penelitian ini adalah memperoleh gambaran dan menganalisis model manajemen pendidikan karakter di Sekolah Menengah Pertama berbasis *boarding school* di tinjau dari *ethical leadership*, *teacher capacity building* dan *school culture*. Adapun fokus penelitian ini adalah mengenai pendidikan karakter, pelaksanaan pendidikan karakter dan implementasi pendidikan karakter ditinjau dari *ethical leadership*, *teacher capacity building* dan *school culture*. Metode penelitian yang digunakan yaitu metode mixed method sequential explanatory survey dengan pendekatan *design-based research* untuk menghasilkan pemahaman tentang model pendidikan karakter. Hasil penelitian menunjukkan bahwa kepemimpinan di Sekolah Menengah Pertama berbasis *boarding school* terbentuk dengan adanya kesadaran pimpinan terhadap nilai-nilai etika. Peran guru sebagai agen perubahan dan role model bagi tercapainya tujuan pendidikan karakter sangat penting untuk mengajarkan argumentasi etis tentang tindakan benar dan salah. Nilai-nilai budaya yang dikembangkan antara lain kearifan lokal, orientasi pada ilmu pengetahuan dan teologis. Keberhasilan Implementasi pendidikan karakter tergantung pada kemampuan, capability serta kontribusi individu dalam penyelenggaraan pendidikan karakter. *Ethical leadership*, *teacher capacity building* dan *school culture* berpengaruh signifikan terhadap implementasi pendidikan karakter dalam membentuk siswa yang berkarakter. Rekomendasi penelitian yaitu pengembangan model untuk pendidikan karakter dengan konteks lingkungan di era digital serta membangun moral reasoning dan argumentasi nalar logis dengan 6M yaitu mengetahui, memahami, membiasakan, meyakini, melakukan dan mempertahankan.

**Kata kunci : Pendidikan Karakter, Ethical Leadership, Teacher Capacity Building, Budaya Sekolah**

## **ABSTRACT**

*The main problem in character education is the lack of governance processes. The orientation of character education is less focused on the main problem, namely the students' weak moral reasoning. The need for the continuity of a learning interaction process that encourages increased moral reasoning requires the support of a governance model. The purpose of this study was obtain an overview and to analyze the character education management model in junior high schools based on boarding school reviewed by ethical leadership, teacher capacity building and school culture. The focus of this research is on character education, implementation of character education and implementation of character education in terms of ethical leadership, teacher capacity building and school culture. The research method used is the mixed method sequential expalanatory survey method with a design-based research approach to produce an understanding of the character education model. The results showed that leadership in boarding school-based junior high schools was formed by the leadership's awareness of ethical values. The role of teachers as agents of change and role models for achieving the goals of character education is very important to teach ethical arguments about right and wrong actions.. The cultural values developed include local wisdom, orientation to science and theology. The success of implementing character education depends on the ability, capability and contribution of individuals in the implementation of character education. Ethical leadership, teacher capacity building and school culture have a significant effect on the implementation of character education in shaping students with character. The research recommendation is the development of a model for character education in the context of the digital age environment and building moral reasoning and logical reasoning arguments with knowing, understanding, habituation, believing, doing and maintaining*

**Keywords:** *character education, ethical leadership, teacher capacity building, school culture*



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