ABSTRAK

Lyindira Putri: 240211030090. *Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Guru Melalui Motivasi Kerja dan Komitmen Organisasi di Madrasah Aliyah Negeri Se-Kota Banjarmasin.* Tesis. Pembimbing I Dr. Hj. Dina Hermina, M.Pd dan Pembimbing II Dr. Adi Anshari, M.Pd, pada Program Studi Manajemen Pendidikan Islam Pascasarjana Universitas Islam Negeri Antasari Banjarmasin. 2026.

Kata Kunci: Kepemimpinan Transformasional, Motivasi Kerja, Komitmen Organisasi, Kinerja Guru.

Kinerja guru yang belum optimal masih menjadi tantangan dalam upaya meningkatkan mutu pendidikan. Berbagai faktor diduga mempengaruhi kondisi tersebut, di antaranya kepemimpinan transformasional kepala madrasah, motivasi kerja, dan komitmen organisasi. Oleh karena itu, kepemimpinan transformasional perlu diterapkan untuk membangun motivasi kerja dan memperkuat komitmen organisasi guru guna meningkatkan kinerja guru. Tujuan penelitian ini adalah untuk menganalisis pengaruh kepemimpinan transformasional terhadap kinerja guru, baik secara langsung maupun melalui peran mediasi motivasi kerja dan komitmen organisasi.

Jenis penelitian yang digunakan adalah *eksplanatori* dengan pendekatan kuantitatif. Populasi penelitian mencakup seluruh guru Madrasah Aliyah Negeri Se-Kota Banjarmasin yang berjumlah 200 orang. Pengambilan sampel dilakukan menggunakan rumus *Slovin* dengan tingkat kesalahan 5% dan teknik *proportionate stratified random sampling,* sehingga diperoleh sampel sebanyak 133 responden. Teknik pengumpulan data menggunakan kuesioner (angket) terstruktur dan dokumentasi. Teknik analisis data yang digunkan adalah *Structural Equation Modeling berbasis Partial Least Squares* (SEM-PLS) melalui *software* SmartPLS 3.

Hasil penelitian ini menunjukkan bahwa: (1) Terdapat pengaruh yang signifikan antara kepemimpinan transformasional terhadap kinerja guru di Madrasah Aliyah Negeri se-Kota Banjarmasin. (2) Terdapat pengaruh yang signifikan antara kepemimpinan transformasional terhadap motivasi kerja di Madrasah Aliyah Negeri se-Kota Banjarmasin. (3) Terdapat pengaruh yang signifikan antara kepemimpinan transformasional terhadap komitmen organisasi di Madrasah Aliyah Negeri se-Kota Banjarmasin. (4) Tidak terdapat pengaruh yang signifikan antara motivasi kerja terhadap kinerja guru di Madrasah Aliyah Negeri se Kota Banjarmasin. (5) Terdapat pengaruh yang signifikan antara komitmen organisasi terhadap kinerja guru di Madrasah Aliyah Negeri se Kota Banjarmasin. (6) Tidak terdapat pengaruh yang signifikan antara kepemimpinan transformasional terhadap kinerja guru melalui motivasi kerja di Madrasah Aliyah Negeri se-Kota Banjarmasin. (7)Terdapat pengaruh yang signifikan antara pengaruh kepemimpinan transformasional terhadap kinerja guru melalui komitmen organisasi di Madrasah Aliyah Negeri se-Kota Banjarmasin.

ABSTRACT

Lyindira Putri: 240211030090. *The Influence of Transformational Leadership on Teacher Performance Through Work Motivation and Organizational Commitment at State Islamic Senior High Schools in Banjarmasin City.* Thesis. Supervisor I: Dr. Hj. Dina Hermina, M.Pd., and Supervisor II: Dr. Adi Anshari, M.Pd., Islamic Education Management Study Program, Graduate Program, Antasari State Islamic University Banjarmasin. 2026.

Keywords: Transformational Leadership, Work Motivation, Organizational Commitment, Teacher Performance.

Suboptimal teacher performance remains a challenge in efforts to improve the quality of education. Several factors are suspected to influence this condition, including transformational leadership of madrasah principals, work motivation, and organizational commitment. Therefore, transformational leadership needs to be implemented to build work motivation and strengthen teachers' organizational commitment in order to improve teacher performance. This study aims to analyze the influence of transformational leadership on teacher performance, both directly and through the mediating roles of work motivation and organizational commitment.

This research employed an explanatory research design with a quantitative approach. The population consisted of all teachers at State Islamic Senior High Schools in Banjarmasin City, totaling 200 teachers. The sample was determined using the Slovin formula with a 5% margin of error and the proportionate stratified random sampling technique, resulting in a sample of 133 respondents. Data collection techniques used structured questionnaires and documentation. The data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 3 software.

The results of this study indicate that: (1) Transformational leadership has a significant effect on teacher performance at State Islamic Senior High Schools in Banjarmasin City. (2) Transformational leadership has a significant effect on work motivation at State Islamic Senior High Schools in Banjarmasin City. (3) Transformational leadership has a significant effect on organizational commitment at State Islamic Senior High Schools in Banjarmasin City. (4) Work motivation does not have a significant effect on teacher performance at State Islamic Senior High Schools in Banjarmasin City. (5) Organizational commitment has a significant effect on teacher performance at State Islamic Senior High Schools in Banjarmasin City. (6) Transformational leadership does not have a significant effect on teacher performance through work motivation at State Islamic Senior High Schools in Banjarmasin City. (7) Transformational leadership has a significant effect on teacher performance through organizational commitment at State Islamic Senior High Schools in Banjarmasin City.