

ABSTRAK

Wirawati, Ni Made (2025), *Pengaruh Kepemimpinan Tri Hita Karana, Motivasi Kerja, Iklim Kerja, Dan Moral Kerja Terhadap Kinerja Guru di SMP Negeri 1 Petang Kabupaten Badung*. Tesis, Administrasi Pendidikan, Program Pascasarjana, Universitas Pendidikan Ganesha.

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Kata-kata kunci: Kepemimpinan *Tri Hita Karana*, Motivasi Kerja, Iklim Kerja, Moral Kerja, Kinerja Guru.

Penelitian ini bertujuan untuk mengetahui pengaruh kepemimpinan berbasis *Tri Hita Karana*, motivasi kerja, iklim kerja, dan moral kerja terhadap kinerja guru di SMP Negeri 1 Petang. Penelitian ini merupakan penelitian *ex-post facto* dengan pendekatan kuantitatif. Populasi dalam penelitian ini sekaligus menjadi sampel, yaitu seluruh guru SMP Negeri 1 Petang yang berjumlah 31 orang. Data dikumpulkan menggunakan kuesioner yang disusun berdasarkan indikator masing-masing variabel penelitian. Analisis data dilakukan melalui analisis statistik deskriptif dan analisis statistik inferensial. Hasil penelitian menunjukkan bahwa 1) kepemimpinan *Tri Hita Karana* berpengaruh positif dan signifikan terhadap kinerja guru dengan koefisien regresi sebesar 0,440, nilai t hitung 2,672, dan signifikansi $0,013 < 0,05$, serta memberikan sumbangan efektif sebesar 20,4%. 2) motivasi kerja juga berpengaruh positif dan signifikan terhadap kinerja guru dengan koefisien regresi sebesar 0,261, nilai t hitung 2,272, dan signifikansi $0,032 < 0,05$, dengan sumbangan efektif sebesar 17,1%. 3) iklim kerja berpengaruh positif dan signifikan terhadap kinerja guru dengan koefisien regresi sebesar 0,332, nilai t hitung 2,472, dan signifikansi $0,022 < 0,05$, serta memberikan sumbangan efektif sebesar 19,1%. 4) moral kerja berpengaruh positif dan signifikan terhadap kinerja guru dengan koefisien regresi sebesar 0,258, nilai t hitung 2,151, dan signifikansi $0,041 < 0,05$, dengan sumbangan efektif sebesar 16,0%. 5) Secara simultan, keempat variabel tersebut berpengaruh positif dan signifikan terhadap kinerja guru dengan nilai F hitung sebesar 7,128 dan signifikansi $0,001 < 0,05$ serta nilai R Square sebesar 0,523. Hal ini menunjukkan bahwa 52,3% variasi kinerja guru dipengaruhi oleh kepemimpinan *Tri Hita Karana*, motivasi kerja, iklim kerja, dan moral kerja secara bersama-sama. Berdasarkan hasil penelitian, dapat disimpulkan bahwa peningkatan kinerja guru dapat dicapai melalui kepemimpinan berbasis nilai *Tri Hita Karana* yang didukung oleh motivasi kerja yang tinggi, iklim kerja yang kondusif, dan moral kerja yang baik.

ABSTRACT

Wirawati, Ni Made (2025). *The Influence of Tri Hita Karana Leadership, Work Motivation, Work Climate, and Work Morale on Teacher Performance at SMP Negeri 1 Petang, Badung Regency. Thesis, Administration Education, Postgraduate Program, Ganesha University of Education.*

This thesis has been approved and examined by Supervisor I: Dr. Basilius Redan Werang, S.S., S.Sos., JCL and Supervisor II: Ni Luh Gede Erni Sulindawati, SE, Ak, M.Pd.

Keywords: *Tri Hita Karana Leadership, Work Motivation, Work Climate, Work Morale, Teacher Performance*

This study aims to examine the influence of Tri Hita Karana-based leadership, work motivation, work climate, and work morale on teacher performance at SMP Negeri 1 Petang. This research employed an ex-post facto design with a quantitative approach. The population of the study also served as the sample, consisting of all 31 teachers at SMP Negeri 1 Petang. Data were collected using questionnaire instruments developed based on the indicators of each research variable. The collected data were analyzed in two stages: descriptive statistical analysis to describe the tendency of each variable and inferential statistical analysis, which included prerequisite tests and simple linear regression as well as multiple linear regression analyses using SPSS version 25.0 for Windows. The results indicate that: (1) Tri Hita Karana leadership has a positive and significant effect on teacher performance, with a regression coefficient of 0.440, a t-value of 2.672, and a significance level of $0.013 < 0.05$; (2) work motivation has a positive and significant effect on teacher performance, with a regression coefficient of 0.261, a t-value of 2.272, and a significance level of $0.032 < 0.05$; (3) work climate has a positive and significant effect on teacher performance, with a regression coefficient of 0.332, a t-value of 2.472, and a significance level of $0.022 < 0.05$; (4) work morale has a positive and significant effect on teacher performance, with a regression coefficient of 0.258, a t-value of 2.151, and a significance level of $0.041 < 0.05$; and (5) Tri Hita Karana leadership, work motivation, work climate, and work morale simultaneously have a positive and significant effect on teacher performance, as indicated by an F-value of 7.128, a significance level of $0.001 < 0.05$, and an R Square value of 0.523. These findings indicate that 52.3% of the variance in teacher performance is jointly explained by the four variables, while the remaining 47.7% is influenced by other factors not examined in this study. Based on these findings, it can be concluded that improvements in teacher performance can be achieved through the implementation of leadership grounded in Tri Hita Karana values, supported by high work motivation, a conducive work climate, and strong work morale.