

## ABSTRAK

**Wirahmat, Pande Made Ngurah (2026).** Kontribusi Kepemimpinan Berlandaskan *Tri Hita Karana*, Supervisi Akademik, Budaya Organisasi, dan Kepuasan Kerja Terhadap Kinerja Guru SD di Gugus I Gusti Ngurah Rai Kecamatan Denpasar Barat. Tesis, Administrasi Pendidikan, Program Pascasarjana, Universitas Pendidikan Ganesha.

Tesis ini sudah disetujui dan diperiksa oleh Pembimbing I: Prof. Dr. Kadek Rihendra Dantes, ST, MT. Dan Pembimbing II: Dr. Basilius Redan Werang, S.S., S.Sos., JCL.

**Kata Kunci:** kepemimpinan berlandaskan *Tri Hita Karana*, supervisi akademik, budaya organisasi, kepuasan kerja, kinerja guru.

Tujuan penelitian ini adalah untuk menganalisis kontribusi kepemimpinan berlandaskan *Tri Hita Karana*, supervisi akademik, budaya organisasi, dan kepuasan kerja terhadap kinerja guru SD di Gugus I Gusti Ngurah Rai Kecamatan Denpasar Barat. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian *Ex-Post Facto*. Penelitian ini dirancang untuk menganalisis kontribusi variabel bebas yang terdiri dari kepemimpinan berlandaskan *tri hita karana*, supervisi akademik, budaya organisasi, dan kepuasan kerja terhadap satu variabel terikat yaitu kinerja guru. Populasi dalam penelitian ini langsung digunakan sebagai sampel penelitian dengan jumlah sampel penelitian adalah 124 orang guru. Metode pengumpulan data yang digunakan pada penelitian ini adalah metode kuesioner. Analisis data pada penelitian ini dibagi menjadi tiga tahapan yakni: 1) tahap deskripsi data, 2) tahap pengujian prasyarat analisis, 3) tahap pengujian hipotesis menggunakan analisis regresi ganda empat prediktor. Berdasarkan penelitian yang telah dilakukan disimpulkan bahwa: (1) Berdasarkan analisis deskriptif yang telah dilakukan ditemukan bahwa: 1) rata-rata variabel kepemimpinan berlandaskan *Tri Hita Karana* sebesar 130,53, dan berada pada kategori baik, 2) rata-rata variabel supervisi akademik sebesar 124,02, dan berada pada kategori baik, 3) rata-rata variabel budaya organisasi sebesar 122,71, dan berada pada kategori baik, 4) rata-rata variabel kepuasan kerja sebesar 124,25, dan berada pada kategori baik, dan rata-rata variabel kinerja guru sebesar 125,08, dan berada pada kategori baik. (2) Terdapat kontribusi yang signifikan kepemimpinan berlandaskan *Tri Hita Karana* terhadap kinerja guru, dengan F hitung sebesar 32,012 dan sumbangan efektif sebesar 8,52%. (3) Terdapat kontribusi yang signifikan supervisi akademik terhadap kinerja guru, dengan F hitung sebesar 46,686 dan sumbangan efektif sebesar 8,84%. (4) Terdapat kontribusi yang signifikan budaya organisasi terhadap kinerja guru, dengan F hitung sebesar 80,220 dan sumbangan efektif sebesar 19,53%. (5) Terdapat kontribusi yang signifikan kepuasan kerja terhadap kinerja guru, dengan F hitung sebesar 56,860 dan sumbangan efektif sebesar 15,28%. Dan (6) Secara bersama-sama, terdapat kontribusi yang signifikan kepemimpinan berlandaskan *Tri Hita Karana*, supervisi akademik, budaya organisasi, dan kepuasan kerja terhadap kinerja guru, dengan F hitung sebesar 32,428 dan kontribusi sebesar 52,2%.

## ABSTRACT

**Wirahmat, Pande Made Ngurah (2026).** *The contribution of Leadership Based on Tri Hita Karana, Academic Supervision, Organizational Culture, and Job Satisfaction on the Performance of Primary Teachers in Gugus I Gusti Ngurah Rai, West Denpasar District. Thesis, Educational Administration, Postgraduate Program, Ganesha University of Education.*

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**Keywords:** *Leadership is Based on Tri Hita Karana, Academic Supervision, Organizational Culture, Job Satisfaction, Teacher Performance.*

The aims of this research is to analyze the contribution of leadership based on Tri Hita Karana, academic supervision, organizational culture, and job satisfaction to the performance of elementary school teachers in Gugus I Gusti Ngurah Rai, West Denpasar District. This research uses a quantitative approach with an Ex-Post Facto type of research. This research was designed to analyze the contribution of independent variables consisting of leadership based on tri hita karana, academic supervision, organizational culture, and job satisfaction to one dependent variable, namely teacher performance. The population in this study was directly used as a research sample with the total research sample being 124 teachers. The data collection method used in this research is the questionnaire method. Data analysis in this research is divided into three stages, namely: 1) data description stage, 2) analysis prerequisite testing stage, 3) hypothesis testing stage using multiple regression analysis of four predictors. Based on the research that has been conducted, it is concluded that: (1) Based on the descriptive analysis that has been carried out, it was found that: 1) the average leadership variable based on Tri Hita Karana is 130.53, and is in the good category, 2) the average academic supervision variable is 124.02, and is in the good category, 3) the average organizational culture variable is 122.71, and is in the good category, 4) the average job satisfaction variable is 124.25, and is in the good category, and the average teacher performance variable is 125.08, and is in the good category. (2) There is a significant contribution of leadership based on Tri Hita Karana to teacher performance, with an F count of 32.012 and an effective contribution of 8.52%. (3) There is a significant contribution of academic supervision to teacher performance, with an F count of 46.686 and an effective contribution of 8.84%. (4) There is a significant contribution of organizational culture to teacher performance, with an F count of 80.220 and an effective contribution of 19.53%. (5) There is a significant contribution of job satisfaction to teacher performance, with a calculated F of 56.860 and an effective contribution of 15.28%. And (6) Taken together, there is a significant contribution of leadership based on Tri Hita Karana, academic supervision, organizational culture, and job satisfaction to teacher performance, with an F count of 32.428 and a contribution of 52.2%.