The Influence of Madrasah Principal Leadership, Career Development, Work Culture, Organization Commitment Toward Work of Teachers Performance in Madrasah Aliyah Negeri School (Man) in the Northern Coastal of Cirebon

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Abstract

School of Madrasah Aliyah Negeri (MAN) particularly in the North Coastal Region of Cirebon, West Java has important role in Indonesia education sector. The high number on teachers performance turn over indicate low leadership influence, career development, work culture and organizational commitment of Teachers on Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon. The sample were teachers of Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon some 100 teachers. Parth Analysis, is used to analyze the data. The results showed that leadership, career development, work culture and organizational commitment has positive and significant influence toward work on teachers performance.

Keywords: Leadership, Work Culture, Career Development, Organizational Commitment, and Teacher Performance

INTRODUCTION

School of Madrasah Negeri (MAN) particularly in the North Coastal Region of Cirebon, West Java has important role in Indonesia education sector. The high number on teacher performance turn over indicates low organizational commitment of Teachers on Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon. This research expected to test the conceptualization and measurement more detailed of the leadership behaviors that can be divided to three dimensional (1) the types of leader behaviors (outcomes, activities and skills), (2) the degree to which the leaders (stakeholders) using elements-specific elements of the control system (goal setting, monitoring and feedback) and (3) the character of the feedback (level or process)[1]. If these dimensions crossed to one another, some monitoring behaviors can be conceptualized and studied individually. Work culture and career development affecting teacher performance and organizational commitment, in which career development is a formal approach is conducted by the organization to ensure people in the organization has suitable qualifications, skills, and experience when needed as work culture is the norms and values that guide the behavior of members of the organization. Thus school organizational culture also expected to follow, select, and innovate on the changes that occurred for the school management needs to manage career development well in order to maintain the productivity of teachers and to encourage teachers to do the best and avoid the frustration resulting indeclined performance management School of Madrasah Aliyah Negeri in the regions of North Coastal Region of Cirebon. The problem in this study due to high teacher turnover as dissatisfaction of Teachers against head of Madrasah Aliyah Negeri (MAN) leadership in the area of the North Coastal Region of Cirebon in terms of lack of communication as effect of less informative on delegating tasks to sub ordinates in the North Coastal region of Cirebon. Besides the change of hierarchy that runs far too long can have an impact that career development in the School Madrasah Aliyah Negeri (MAN), particularly those in North Coastal Region of Cirebon running slow. Teachers of Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon found that the opportunity to career development to the highest level was very small.

FORMULATION OF PROBLEMS

Based on problem background, working improvement is necessary in School of Madrasah Aliyah Negeri (MAN) management internal, particularly teachers in the area of the North Coastal Region of Cirebon. Teacher Performance of Madrasah Aliyah Negeri increased is greatly influenced by organizational commitment (McNeese-Smith), the role of leadership (Shoemaker, 1999; Kohlietal, 1998), organizational culture and career development (Cianni and Wnuck, 1997 and Applebaumetal, 2002). By this formulation of problem can be formulated the following research questions :

1. What is Madrasah leadership role has a positive effect on organizational commitment ?
2. What is Madrasah leadership role has positive effect on teacher employee performance ?

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[1] James Lipham, Leadership and Administration, II Edition, (Chicago, University of Chicago Press, 1964)

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3. What is employee career development has a positive effect on organizational commitment?
4. What is the work culture has positive influence on organizational commitment ?
5. What is teacher career development has positive effect on teacher employee performance Madrasah Aliyah Negeri in North Coastal Region of Cirebon?
6. What is organizational commitment has positive effect on teacher employee performance Madrasah Aliyah Negeri in North Coastal Region of Cirebon.

RESULT AND DISCUSSION

Organizational Commmitment

Organizational commitment is defined as a measure of the strength of employees related to the objectives and values of the organization[2] . Organizational commitment (organizational commitment) can be identified as the degree of a person identifying himself as part of organization and desire to continue to participate actively in it (McNeese - Smith, 1996). Luthan (1992) suggested that organizational commitment consists of three factors: (1) a strong desire and acceptance of the values and objectives of the organization, (2) the basic willingness to strive for the organization, (3) behavior in accordance with the values and desires organization (compliance)[3]. This study is limited to the characteristics associated with work and work experience.

Role of Leadership

Principal of Madrasah Aliyah Negeri (MAN) leadership in the North Coastal Region of Cirebon oriented like a coach, one that emphasizes the development of skills and abilities. An interest in the larger task, higher intrinsic motivation, and focus on the content of the tasks will lead to an increase in teacher performance[4]. High level of involvement of the role will be associated with a high level of commitment to leadership roles (stakeholders) with responsibility for implementation will improve performance. Leadership role that goes well in a school Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon will improve a conducive working environment and is able to improve the performance of teacher (Robbins, 1996).

Career Development

Career development is something that showed someone status achievement in the career path of organization has been established (Robbins, 1996). However career development of each member of the organization is certainly not the same, as very depending on various factors. Central point for career basically rests on three things: (1) intellectual ability, (2) ability in leadership, (3) managerial ability. These three things are guidance for every teacher, particularly potential teachers that want to advance in their career. Career management and development will increase the effectiveness and creativity of human resources in supporting Management School of Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon to achieve goals [5].

Work Culture

Work culture has important meaning in the organization. There are several things that can make teachers more willing to excel in work, ie: (1) The teacher will work hard if needed by the school. (2) Teachers will work harder if they are valued and rewarded (reward), (3) Teachers will work better if they find out how to use their abilities, and (4) Teachers will work better if they are believed, it influenced well culture of the organization and the impact on job satisfaction it self that will ultimately affecting their performance[6.] Theoretically and empirically affect the organizational culture and the impact on teacher performance.

Teacher Performance

Teacher performance refers to a person whose performance is measured by standard or the criteria set by the company. Management to achieve high human resource performance is intended to improve public schools as a whole Madrasah Aliyah. Performance is actually a very complex concept, both the definition and measurement which is often a challenge for researchers of management theory and organizational behavior, because it is multidimensional. In other words, the increased productivity that started of human capital investment depends on the contribution of teachers in the school.[7]

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[2] Mc Neese-Smith, 1996 : *A case study of Organizational commitment*
[3] Luthan 1992 : *A case study of Organizational Commitment*
[4] Kohli, etal, 1998 p.267 *: Role of Leadership*
[5] Robbins, 1996 : Carrier development of International
[6] Robbins, 2001, *Organizational Behavior*, Prenties Hall International, Inc, Nine Education.
[7] Adler, Nancy J, (1992*), International Dimension Of Organizational Behavior*, Wadswot Publishing Co. Belmont, California

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METHODS OF RESEARCH

This Research type is research of field which considered to be approach in quantitative research[8]. Research of field very stick to find comprehensive and valid data.

Research Location

Research location performed by three (3) Madrasah Aliyah Negeri schools. School Madrasah Aliyah Negeri (MAN) in Subang, Indramayu, and City of Cirebon.

Types and Source of Data

- **Primary Data**

Primary data, that is research data obtained directly of the original source (not through an intermediary source) and data collected specifically to answer the research question in accordance to the wishes the researcher. The primary data in this study are data on social profiles and identification of respondents, respondents contains data relating to the identity of respondents and social circumstances such as: age, occupation, education level, and years of service of all teacher of Madrasah Aliyah Negeri (MAN) in Noth Coastal Region of Cirebon relating to the role of leadership, career development, work culture, organizational commitment and teacher performance.

- **Secondary Data**

Secondary data is a source of research data obtained by researchers in directly through intermediaries (obtained and recorded by other parties)[9]. Secondary data is generally in the form of evidence, records or historical reports that have been arranged in the archive (data documentaries), published and unpublished. Secondary data in this study include: data from the School Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon data on the number of employees and the Annual Report 2012-2013.

Population and Sample

Population is a group or set of individuals or objects of research that has certain standards of the characteristics that have been defined previously. In this study population used is all teachers of Madrasah Aliyah Negeri (MAN) in the North Coastal Region of Cirebon. The sample is 100 teachers.

Data Collection Method

Method of data collection was conducted by using Observase, Interview and Document. The enclosed questionnaire method, to obtain data on the dimensions of the constructs that are being developed in this study[10]. The statements made in the enclosed questionnaire using a scale 1-7.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Reliability Test and Validity Analysis

Reliability test is a test that aims to determine how far a reliable measuring instrument or trust worthy. Reliability testing of all items/questions were used in this study will use a formula Cronbach alpha (Cronbach alpha coefficient), in which is generally considered reliable (reliably) if the alpha value cronbach > 0.6. Validity indicates the extent to which a measuring instrument that measures the construct to be measured. Homogeneity test was conducted to test the validity of the analysis. For the questions used to measure a variable, scores of each item correlated by total score of the items in one variable. If the item scores were positively correlated by total score of the item sand higher than the intercorrelations between items, then show the validity of the instrument. The correlation is performed using Pearson Product Moment Correlation method. A measuring instrument as valid if corrected item total correlation greater than orequal to 0.4 [11].

ANALYSIS TECHNIQUES

The Chosen method to analyze the data should be in accordance by the pattern of studies and variables to be studied. For the analyze the data used Path analysis. This is done in order to obtain good results make SPSS Program.

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[8]Lexi J. Moleong, *Quantitative Research Methodology*
[9] James A, Black and Dean J. Champion, *Method and Problem*
[10] S. Margono, 2000, *Method Research of Education*
[11] Singgih Santoso, 2000, A Measuring Instrument

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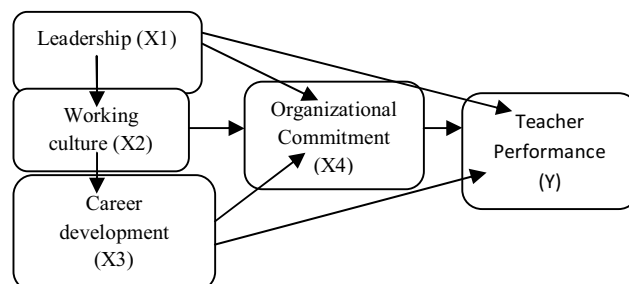
CONCLUSSION

From the hypothesis proposed in this research, can be concluded as follows: Hypothesis done to prove that there is a direct effect between leadership roles and organizational commitment[12]. It supports research Challagalla and Shervani, (1996) which said control skills done by leaders (stakeholders) that emphasize the development of individual skills and abilities is an attempt to influence the performance by ensure that the teachers who have the skills and capabilities that enable to achieve of good performance.

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