

The Influence Of School Principal Leadership On Teacher Performance Through Organizational Culture At SMP Muhammadiyah 14 Lamongan

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Abstract. Educational institutions have a very important role in creating rules so that teachers or education personnel can comply with existing regulations. Discipline is an obligation that must be carried out and a prohibition that must not be carried out by every employee/teacher. Several elements inherent in a teacher's discipline include: 1. Attendance, 2. Working time 3. Work productivity, 4. Wearing uniforms. Sanctions can be in the form of verbal or written warnings/ This type of research is quantitative descriptive. In this research, the variables include an intensive study on Principal Leadership on Teacher Performance through Organizational Culture. The population in this study were employees with a total population of 30 TEACHERS who had to take 95 people. The variables in this research are measured by providing scoring values, using a Likert scale. The data analysis techniques used are validity, reliability, Classical Assumption Test and sobbel test using the SPSS 22 program. Based on the discussion carried out in this research, it was concluded that leadership has a positive effect on teacher performance through organizational culture

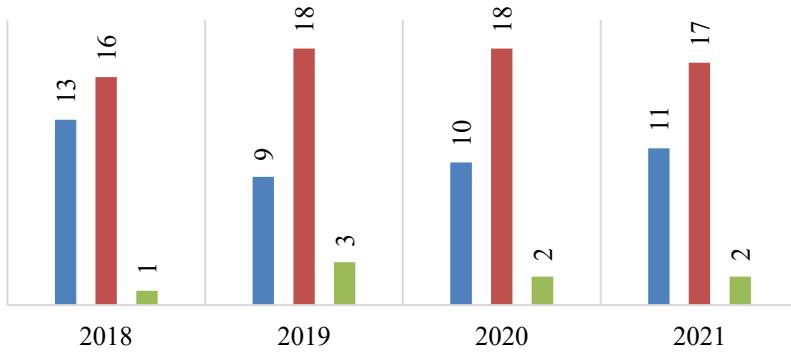
Key words: Leadership, organizational culture, performance

1. Introduction

Educational institutions have a very important role in creating rules so that teachers or education personnel can comply with existing regulations. Discipline is an obligation that must be carried out and a prohibition that must not be carried out by every employee/teacher. Several elements inherent in a teacher's discipline include: 1. Attendance, namely the level of absence of employees/teachers according to the specified time, 2. Working time, which is the time for carrying out the teaching and learning process, 3. Work productivity, which is the result obtained in the form of better performance than before, 4. Wearing uniforms, namely a standard set of clothing worn by teachers in the teaching and learning process. These rules or norms are usually followed by sanctions that are given if they are not carried out. Sanctions can be in the form of verbal or written warnings, below is a graph of teacher performance

Table 1. Teacher Performance

■ Very Good ■ Good ■ Average



Source: Primary Data

At SMP Muhammadiyah 14 Lamongan there are many qualified teachers. There are several problems that arise in carrying out their duties properly. These problems include teachers who are not available during teaching hours or hours where they have to stay to fill absentee hours. Teachers are required to attend because they are given more duties such as being staff, homeroom teacher, extra teacher. Some of these duties and responsibilities still exist. Teachers still arrive late, sometimes not coming in for unclear reasons

The principal is the main pillar of a school institution, so the principal is also required to improve teacher performance, one of which is leadership ability. In carrying out his duties as a leader in a school, he must be able to improve teacher performance, because increasing teacher performance will have a positive impact on the school. This is in line with research conducted by [1] which states "that there is a significant relationship between leadership abilities and teacher performance".

Thus, the better the principal's leadership ability, the higher the teacher's performance. The success of a school is determined by several factors, including the leadership of the school principal. [2] stated that: "Leadership is the process of influencing the activities of a person or group in their efforts to achieve goals in a particular situation". [2] stated "that the principal is given the task and responsibility of managing the school, collecting, utilizing and mobilizing all the school's potential optimally to achieve its goals"

Organizational culture is something that needs to be considered and must be a guideline in the organizational actions of every educator. [2] suggests "that organizational culture as a concept can be a means of measuring the suitability of organizational goals, strategy and task organization, as well as the resulting impact". [2] suggests "that culture can be defined as various interactions of habitual characteristics that influence groups of people in their environment".

The principal is a leader who carries out his role in leading educational institutions. In general, leadership in education can be interpreted as leadership in the field of education, the definition of leadership itself basically has general characteristics and this can also apply in the field of education. Specifically, when applied to educational organizations such as schools, educational leadership at the school organizational level will be related to the leadership of the school principal. This is because the school principal is a person who has position authority in managing the school to achieve predetermined goals.

There are quite a lot of factors that contribute to the success of teacher performance, both external and internal factors. One external factor is organizational culture. According to [3] organizational culture is the atmosphere of the work environment in the school that is felt by the school community where it becomes a daily habit. The definition of culture contains two important things, namely first, culture is a perception of various aspects of the school environment, both personal, social and cultural aspects. Second, culture concerns habits that form patterns of behavior which then become school characteristics or traits that influence or shape the behavior of citizens within the school. Based on the thoughts above, the author conducted research with the title: "The Influence of Principal Leadership on Teacher Performance Through Organizational Culture at Smpm 14 Lamongan

2. Literature Review

This research wants to know the influence of leadership through organizational culture on teacher performance. Where leadership is variable X1, teacher performance is variable Y, and organizational culture is variable Z.

Leadership

According to [13] the definition of leadership is "the process of influencing the activities of a person or group in an effort towards achieving goals in a certain situation". This opinion is supported by Robbins with his statement that "leadership is the ability to influence a group towards achieving goals" [13]. Meanwhile, according to [13] "leadership is a form of persuasion, an art of moving and coaching certain groups of people, usually through human relations and the right motivation, so that without fear they are willing to work together and understand to achieve everything what are the goals of the organization? So it can be concluded that leadership is a process by which a person or group tries to influence the tasks and attitudes of other people towards a desired outcome to achieve the organization's vision and mission. There are 3 main elements in the definition of leadership, namely:

1. Leadership concerns other people, namely the person being led or subordinates and members.
2. Leadership involves the distribution of power.
3. A leader is able to move, influence, motivate, invite, order, order, prohibit, in order to achieve administrative goals effectively and efficiently.

Organizational culture

Understanding The understanding of organizational capital related to organizational culture variables was put forward by [3]. Organizational capital theory consists of 4 components, namely: culture, leadership, alignment and teamwork. Organizational culture can be a source of competitive advantage, schools that focus on teachers and culture to create ethics and culture become a source of competitive advantage in education. A strong organizational culture will provide good stability to the organization. There are many small components in making up an organizational culture. For some organizations culture can be a major barrier to change. "Organizational culture is a system of shared meaning carried out by members that differentiates an organization from other organizations".

A teacher who faces a positive culture for performance will think about doing good work more often and will believe in support from others for his success. "A person who encounters a culture that is positive for diversity will feel more comfortable collaborating with colleagues regardless of their demographic background. Climates can interact with each other to produce behavior". Organizational culture is something that differentiates an organization from other organizations.

Characteristics of organizational culture:

1. Applicable regulation
2. Norm
3. Dominant value
4. Organizational climate

Teacher Performance

Teacher performance refers to [13] "that the tasks faced by a teacher include: creating a teaching program, choosing appropriate methods and media for delivery, carrying out evaluations, and following up with enrichment and remedial work." Meanwhile, according to [13] concerning teachers and lecturers, it is stated that: "Teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing and evaluating students in early childhood education through formal education, primary education, and secondary education". In measuring teacher performance, there are several things that become indicators of measurement, namely ability, skills, motivation, and making a positive contribution to the quality of personnel performance if accompanied by the efforts made to make it happen. The efforts made by an organization will have a positive impact on improving the quality of teacher performance so as to support the achievement of the goals that have been set. In order to achieve high performance, there are high criteria including:

1. Intellectual ability
2. Firmness,
3. Spirit in the form of the teacher's capacity to work actively and is known to melt.
4. Results oriented
5. Maturity of attitudes and behavior

Based on theory, the following conceptual framework was created

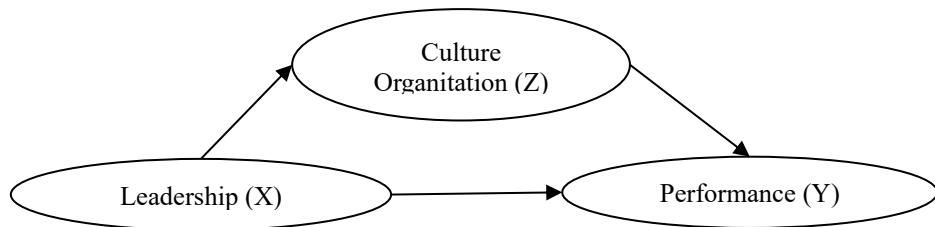


Figure 1. Conceptual Framework

Note :

Independent Variable : Leadership
Mediation Variable : Culture Organization
Dependent Variable : Performance

Hypothesis

- H₁: Leadership influences on organizational culture.
- H₂: Leadership influences on employee performance.
- H₃: Organizational culture also influences on teacher performance.
- H₄: Leadership influences on teacher performance through organizational culture.

3. Research Methods

Research Design and Location

Research on the influence of leadership on teacher performance through organizational culture at SMPM 14 Lamongan uses a quantitative approach. The quantitative method is research data in the form of numbers and analysing the data using statistical procedures, while the aim of this research is causality research which aims to examine the relationship between the variables you want to research. Quantitative methods are suitable for research on large populations, the problem is clear, observable, measurable, and the researcher intends to test the hypothesis. This type of research is quantitative descriptive. In this research, the variables include an intensive study of leadership through organizational culture on teacher performance. The research is explanatory in nature which aims to provide an explanation of the causal relationship between variables through hypothesis testing as well as carrying out explanations. In this research, the explanatory method was used to determine the influence of leadership through organizational culture on teacher performance

Population and Sample

Population is the subject of research. Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then draw conclusions. Population refers to the entire group of people, events, or things of interest that researchers want to investigate. It is a group of people, events, or things of interest about which the researcher wishes to draw conclusions (based on sample statistics). The population in this study were teachers with a total population of 30 teachers. [18] the sample is part of the number and characteristics of the population, if the population is large then the researcher cannot possibly study everything in the population, for example due to limited funds, energy, time, so the researcher uses a sample to be taken from the population. The sample used must be truly representative. The sample is part of the population. It consists of several members selected from it. Thus, a sample is a subgroup or subset of the population. By studying a sample, researchers should be able to draw conclusions that can be generalized to the population of interest.

Operational Definition of Variables

A research variable can be interpreted as an attribute which consists of an object or person that has varying characteristics from one person to another object [18]. Below are the variables and statement indicators used in this research which consist of independent variables, dependent variables, mediation variables along with definitions and explanations of statement indicators.

1. Variable X (Exogenous)

Exogenous variables are variables that influence the causal relationship between two variables in some way, and need to be controlled. Exogenous variables are independent variables that are not influenced by other variables in the model. Symbol for indicator/manifest variables: X and symbol for latent variables: ξ (ξ_i).

Leadership behavior (X) is the behavior of a leader who attempts methods or actions in terms of assuming, controlling, delegating, approaching and building a solid team. The indicators of leadership are:

- a. The school principal is the leader
- b. The principal as administrator
- c. The school principal as supervisor

2. Bound (Y) (Endogenous)

It is the opposite of Exogenous, variables that are influenced by other variables in the model, variables that have arrows pointing towards them, are called endogenous variables. Endogenous variables are dependent variables that are influenced by at least one exogenous variable. Endogenous variables are indicated by the presence of at least one arrow leading to the variable. Symbol for indicator/manifest variables: Y and symbol for latent variables: η (η).

The dependent variable is the variable that is the researcher's main concern. The researcher's goal is to understand and describe the dependent variable, or explain its variability, or predict it. In other words, it is a key variable suitable for investigation as a viable factor. Dependent variables are often referred to as output, criterion, consequent variables. In Indonesian it is called a dependent variable. The dependent variable is a variable that is influenced or becomes a consequence, because of the existence of an independent variable [18] Explaining again Through dependent variable analysis (that is, finding what variables influence it), it is possible to find answers or solutions to the problem.

Teacher performance (Y) Teacher performance as a result of the process carried out by the individuals within it based on predetermined plans.

- a. Work quality
- b. Quantity
- c. Punctuality
- d. Responsibility

3. Mediation Variable (Z)

A moderating variable is one that has a strong contingent effect on the independent variable-dependent variable relationship. This means that the presence of a third variable (moderator variable) modifies the original relationship between the independent and dependent variables. The term moderation is sometimes confused with the term mediation. Mediation describes the process by which one variable has an indirect effect on another variable through another mediating variable. Because regression coefficients represent the slope of the regression line, moderation is often described as the difference in slope between groups. Interaction, or moderation, can often be described using the statement "it depends".

Organizational Culture (Z) is a system of shared meaning carried out by members that differentiates an organization from other organizations. Several authors have explained organizational culture indicators including:

- a. Applicable regulation
- b. Applicable norms
- c. Values
- d. Organizational climate

Data collection technique

Data collection methods include leadership, organizational culture and employee performance. Data collection was carried out to obtain the information needed to achieve research objectives. Data collection methods were carried out by observation and questionnaires. The data collection instrument is through a questionnaire. In preparing this thesis the author took the research object

of SMP Muhammadiyah 14 Lamongan. Data collection in this research used a questionnaire method.

An information gathering technique that allows analysts to study the attitudes, behavior and characteristics of several method users. A questionnaire is a data collection technique that is carried out by giving a set of questions or written questions to respondents to answer. The questionnaire used in this research is a closed questionnaire, namely a questionnaire for which the researcher has provided alternative answers so that the respondent just has to choose one alternative answer for each question that is available. This questionnaire will be distributed to teachers.

Research Data

Primary data in this study includes data resulting from filling out questionnaires which have been distributed to respondents, where the respondents in question are teachers at SMP Muhammadiyah 14 Lamongan.

At this stage the data that has been collected is managed for processing in order to answer the problem formulation. This data management and processing process is called data analysis. The data analysis method used in this research is quantitative.

Based on the type, this research was carried out using descriptive quantitative analysis methods. This method is a combination of description, in-depth analysis supported by leading literature. The working steps of this method are to describe and analyse the elements of Human Resources (HR) to encourage school transformation programs, then proceed with analysis. Descriptive analysis is statistical analysis used to analyse data by describing or illustrating the data that has been collected [18]

The measurement of this research variable is measured by giving a scoring value, by giving a scale of 1-5 or the scale for measuring in this research is a Likert scale, this scale measurement is used to measure a person's attitude which refers to the opinion and perception of a person or group of people regarding the phenomenon that is being discussed. has happened around him. With a Likert scale, the variables to be measured can be described into variable indicator statements where the indicators contain scoring loads [18]. Scoring in this research consists of 5 answer categories as follows: Strongly Agree (SS): score 5, Agree (S): score 4, Quite Agree (N): score 3, Disagree (TS): score 2 and Strongly Disagree (STS): score 1.

Data analysis

Data analysis is breaking down the whole into smaller components to find out the dominant components, comparing one component with other components, and comparing one or several components with the whole. Data analysis techniques are used to answer problem formulations

or test hypotheses that have been formulated. Data management in this research will use SPSS 22.

Descriptive statistics are statistics that function to describe or provide an overview of the object being studied through sample or population data as it is, without carrying out analysis and making conclusions that apply to the general public.

The measurement model shows how each block of indicators relates to other variables. Some measurement model applied in this research as follows.

1. Validity and reliability

Validity is a measure that shows the levels of validity or validity of an instrument. A valid or authentic instrument has high validity. On the other hand, an instrument that is less valid means it has low validity.

$$r = \frac{N(\Sigma xy) - (\Sigma x \Sigma y)}{\sqrt{[N\Sigma x^2 - (\Sigma x)^2][N\Sigma y^2 - (\Sigma y)^2]}}$$

Note :

X = Item score

Y = Total score

XY = Question Score

N = Number of respondents to be tested

r = Moment Product Correlation

Validity results can be seen in the Cronbach Alpha output in the Correlated Item column - Total Correlation with the results of the r table calculation. If $r_{count} > r_{table}$ and the value is positive, then the statement or indicator is declared valid.

Reliability refers to an understanding that an instrument is trustworthy enough to be used as a data collection tool because the instrument is good. A good instrument will not be tendentious in directing respondents to choose certain answers. To find out whether a measuring instrument is a variable, it can be tested using the alpha formula as follows

$$r_{11} = \left[\frac{k}{(k-1)} \right] \left[1 - \frac{\sum \sigma b^2}{\sigma_i^2} \right]$$

Note :

r_{11} = Instrument Reliability

k = Number of questions or questions

= Total Item Variance

= Total Variance

The Alpha formula is used to find the reliability of instruments whose scores are not 1 and 0, for example questionnaires or essay questions. If the variance studied has Cronbach's alpha > 70% (0.70) then the variable is said to be reliable, otherwise Cronbach's alpha < 70% (0.70) then the variable is said to be unreliable.

2. Classic assumption test

The next test is the classical assumption test where this test aims to assess whether in a linear regression model there are classical problems so that there is no bias. The classic assumption test in this thesis is the normality test. The normality test is used with the help of SPSS as a calculation tool. The Normality Test is carried out to test the regression model for the dependent variable and independent variables whether they have a normal or abnormal distribution.

3. Sobel test

Mediation hypothesis testing can be carried out using procedures developed by the Sobel test. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Z) through the Intervening variable (Y), which in this research is the mediating effect of training through organizational culture on employee performance $b^2sa + a^2sb + sa^2sb^2$

$$sab = \sqrt{b^2sa + a^2sb + sa^2sb^2}$$

Notes:

Sa = standard error of coefficient a
Sb = standard error of coefficient b
b = coefficient of mediating variable
a = coefficient of independent variable

To test the significance of the indirect effect, it is necessary to calculate the t value of the ab coefficient using the following formula: $t = \frac{ab}{sab}$ The t-count value is compared with the t-table value, if the t-count > t-table value then it can be concluded that there is a mediation effect.

4. Results and Discussion

In the sub-chapter, the results of this research will discuss the general picture of the company that was used as the research object, namely at SMP 14 Muhammadiyah Paciran. Next, an analysis of the results is carried out on the data that has been collected and processed according to the criteria and planning in the previous chapter

Validity and reliability test

There are important requirements that apply to a questionnaire, namely valid and reliable. A questionnaire is said to be valid if the items in the questionnaire are able to reveal what the questionnaire will measure. Meanwhile, the questionnaire is reliable if the respondent's answers to these variables are consistent over time or the answers given by one another are the same. If the questionnaire items can be used as predictors of the variables studied. If these items have a validity value > 0.337 then the items are said to be valid and the reliable Cronbach's alpha is $> 70\%$ (0.07).

Based on the results of data processing on table 2, it was concluded that all the questionnaire items were said to be valid because the calculated r value was greater than the r table with a significance level of 5%, namely, 0.337. From the results of the validity test, it can be concluded that all the questions in this research questionnaire are declared trustworthy or valid. Likewise, referring to the data above, it can be concluded that the Cronbach's Alpha value in this study is greater than 0.7. Thus, all variables in this study are declared reliable or reliable.

Table 2. Validity and Reliability Test

Variable								
Leadership	Value	<i>Alpha</i>	Teacher performance	Value	<i>Alpha</i>	Culture organization	Value	<i>Alpha</i>
X1	0.658**	0.758	Y1	919**	0.815	Z1	721**	0.777
X2	710**		Y2	0.600*		Z2	809**	
X3	766**		Y3	878**		Z3	605**	
X4	505**		Y4	801**		Z4	656**	

Source: Primary Data

Classic Assumption Test

The next test is the classical assumption test where this test aims to assess whether in a linear regression model there are classical problems so that there is no bias. The classic assumption test in this thesis is the normality test. The normality test is used with the help of SPSS as a calculation tool. The Normality Test is carried out to test the regression model for the dependent variable and independent variables whether they have a normal or abnormal distribution.

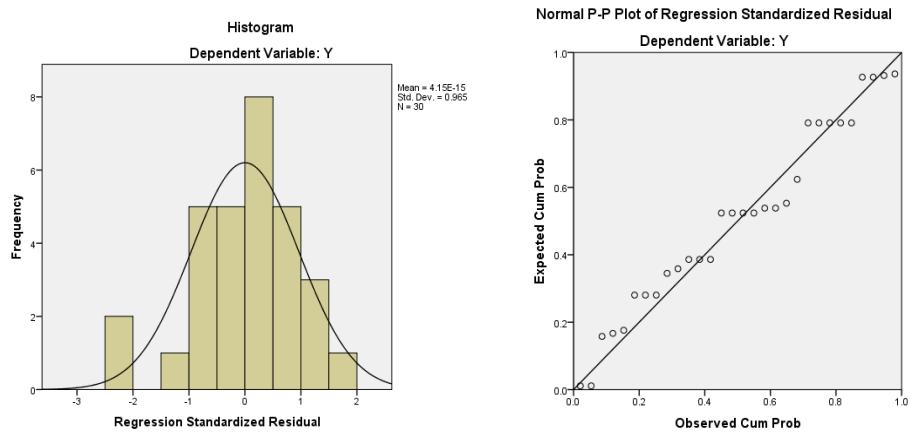


Figure 2. Classic Assumption Test

Based on the normality test above, the variable tested in this study is the dependent variable school performance (Y), so it can be seen in the Normal Plot Regression Standardised Residual Graph display. The way to detect normality is by looking at the histogram graph. If the distribution pattern is normal, it shows that the regression model meets the assumptions of normality. In addition, normality can be seen by spreading the data (points) on the diagonal axis of the graph. If the data spreads around the diagonal line, it can be concluded that the regression model spreads around the diagonal line. Meanwhile, the histogram graph shows that this research shows a normal distribution pattern, so from these two images it can be concluded that this research meets the requirements for the normality assumption.

Sobbel test

The next test is to observe the significance value of the influence between variables by looking at the parameter coefficient values and the statistical significance value of T using the Bootstrapping method. In hypothesis testing, it can be observed based on the T-Statistics value and probability value. For hypothesis testing, that is through the use of statistical values so that for Alpha 5% the T-Statistics value used is 1.96 which makes the criteria for acceptance/rejection of the hypothesis H_a , which is accepted and H_0 rejected. if $T\text{-Statistics} > 1.96$. To reject/accept the hypothesis, use probability so that H_a is accepted if the P value < 0.05 .

Table 3. Sobbel Test

DIRECT AND TOTAL EFFECTS							
	Coeff	s.e	T	sig (two)			
B (YX)	0,9769	0,1263	0,7334	0			
B (MX)	0,8496	0,116	7,327	0			

B (YM.X)	0,5438	0,1817	2,9939	0,0058			
B (YX.M)	0,5148	0,1904	2,7042	0,0117			
INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION							
	Value	s.e.	LL95CI	UL95C1	Z	Sig	
Effect	0,4621	0,168	0,1327	0,7914	2,7496	0,006	
BOOTSTRAP RESULTS FOR INDIRECT EFFECT							
	Data	Mean	s.e.	LL99 CI	LL95CI	UL95CI	UL99CI
Effect	0,4621	0,4546	.1700	-0,0268	0,1148	0,786	0,867

Source: Primary Data

For direct effect and total effect results, the b (YX) value is the total effect of the variable (X) on the variable (Y) with a coefficient value of 0.9769 and a significance of 0.0000. The b value (MX) is the influence of the mediator variable organizational culture (M) on the variable (Y), the coefficient value obtained is 0.8496 with a significance of 0.000. The b value (YM.X) is the value of the influence of the mediating variable (M) on (Y) by controlling the independent variable (X), the coefficient value is 0.5438 with a significance of 0.058. The b value (YX.M) is the influence of the independent leadership variable (X) on the performance variable (Y) by controlling the cultural variable (M), the coefficient value obtained is 0.5148 with a significance of 0.0117.

The indirect effect results from bootstrapping which does not assume a normal distribution and the sample used is also small, produces a coefficient value of 0.4621 with a standard error of 0.0170, this error value is greater than the standard error in testing with the assumption of a normal distribution, namely 0.0196. So with the bootstrapping test, the z-count value obtained is $0.5178/0.1700 = 3.045$. This result is greater than the z-calculated value using testing assuming a normal distribution, namely 3.045 and higher than the z-table value of 1.989 (5% significance level). So it can clearly be concluded that organizational culture is significantly able to mediate the relationship between the influence of leadership variables on teacher performance

Discussion

Leadership On Teacher Performance

Based on the data analysis of the research results above, it was found that there is a significant influence between leadership (X) on teacher performance (Y). These results are in line with research. Referring to the results of the data analysis, the leadership variable in this study concludes that this variable plays a positive role in supporting teacher performance. The strong leadership character of a leader will certainly guarantee a person's high organizational commitment. This is in accordance with what was conveyed last researcher, conducting research entitled "The Influence of Leadership and Work Environment on Increasing the Achievement of

Teachers and Teachers at SMAN 3 Lampung." This research states that there is a positive relationship between leadership and teacher performance so leadership is something that must be paid attention to for Muhammadiyah 14 Lamongan Middle School to be better.

Leadership On Organizational Culture

Based on the data analysis of the research results above, it was found that there is a significant influence between leadership (X) on Organizational Culture (Z). These results are in line with research. Referring to the results of the data analysis, the leadership variable in this study concludes that this variable plays a positive role in supporting organizational culture. The strong leadership character of a leader will certainly guarantee a teacher's high organizational culture. Leadership is important in improving organizational culture in an institution, as stated by last researcher, the influence of leadership and compensation on organizational culture at SMA 1 Tuban explains that there is a significant influence of leadership on organizational culture.

Organizational Culture On Teacher Performance

Based on data analysis from the research results above, it was found that there is a significant influence between organizational culture (Z) on teacher performance (Y). These results are in line with research. Referring to the results of the data analysis, the organizational culture variable in this research concludes that this variable plays a positive role in supporting teacher performance. This is in accordance conducting research entitled "The influence of motivation, culture and leadership of school principals on teacher performance at SMA Negeri 1 Waru Sidoarjo". So a good organizational culture must continue to be implemented at SMP Muhammadiyah 14 Lamongan so that it becomes a positive characteristic for the school.

Leadership And Organizational Culture on Teacher Performance

Based on the data analysis of the research results above, it was found that there is a significant influence between leadership (X) and organizational culture (Z) on teacher performance (Y). So it can be concluded that leadership is something that is important for performance, apart from that organizational culture is also able to be a strengthening variable so that teacher performance is better, this is in accordance. Conducting research entitled "The Influence of Leadership on Improving Teacher and Teacher Performance at SMUN 2 Batu.

5. Conclusions

Based on the discussion carried out in this research, the following conclusions were obtained:

1. Leadership has a direct influence on teacher performance
2. Organizational culture has a direct effect on teacher performance
3. Leadership influences organizational culture
4. Leadership through organizational culture influences teacher performance

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