SUMMARY

BAMBANG WASITO ADI. Analysis of The Effect of School Cultural Organization, Leadership and Work Motivation to Organization Commitment And the School Principal Performance (Case Study: State Primary School at Sukoharjo Regency, Central Java Province), Supervised by AJI HERMAWAN, MUSA HUBEIS and M. JOKO AFFANDI.

The improving quality of education is a systematic process, continuity and involving many variables. One of the theories of school improvement explained that there are three variables which determine, namely school organization culture, teaching and learning process, and the reality of school condition. The three of variables mentioned are very determined by the school principals performance. The theory of organization explained that organization performance determined by the leadership of organization, at the other said, individual leadership in the organization is determined by its level competency. Therefore, be said of three variables, the leadership factor is also influence to the leadership performance in the organization. Performance theory said that organization performance also influenced by work motivation and organizational commitment.

In the context of school organization, it's analogy from the various theories mentioned is that in the effort to improve the quality of school education, in which the school principal performance plays an important role. In another said, the school principle performance is influenced by several variables both of external individual of school principals i.e culture organization in spite of internally individual of school principals namely leadership, work motivation and organization commitment. Several variables which is determine school principle performance mentioned, so far still less policy priority as a promoter of educational quality improvement at school.

The question is to what extent each of the variables mentioned are influential towards the school principals performance. The purpose of this study is to analyse: 1) Whether the school organizational culture, the leadership of school principals and the work motivation of school principals, each of them, are influential toward the organizational commitment of school principals; 2) Whether the school organizational culture, the leadership of school principals and the work motivation of school principals, each of them, is influential toward the performance of school principals; and 3) Whether the organizational commitment of school principals is influential toward the performance of school principals.

The novelty of this research is the finding of examined models, concerning to the management of human resources, especially on the improvement of the performance of basic education.

The scope of this research is only limited by two things, which are: First, the effect of organization culture, leadership, and work motivation (as exogenous variables) toward organization commitment. Second, the research object is limited at the scope of State Primary School at Sukoharjo Regency, Central Java Province.

This research used a quantitative approach with survey method. The samples were 183 school principals and involving the respondents as assessors that consist of 183 school teachers and 60 school superintendents at the area as school sample. The sample withdrawal was done by using proportionale stratified random
Respondents were asked to complete a questionnaire about school culture organization, school principals leadership, work motivation of school principals, to organization commitment of school principals and school principal performance. The data were analyzed by using descriptive statistics and simultan structural equation modeling (SEM) with second order confirmatory Analysis. The data process is done by using LISREL 8.80 programme.

In general, the independent variables that were examined in this study are as follows: (1) organizational culture is a pattern of behavior, assumptions, norms, values, beliefs and ways of thinking, feeling and action are done by members of the organization to achieve common goal. To investigate the first variable there are four dimensions that are reflected in aspects of involvement, consistency, adaptability, and mission. (2) Leadership is the effort to influence others to achieve organization’s goals. To investigate the second variable there is the fourteen dimensions that are reflected in the aspects are planning and organizing, problem solving, explaining roles and goals, informing, monitoring, motivating and inspiring, consulting, delegating, supporting, developing and guiding, managing conflict and developing team, networking, giving recognition, giving rewards.(3) Work motivation is encouragement, willingness and the level of a person readiness to do the best to achieve the requirements and specific goals. To investigate the third variable there are six dimensions that are reflected in the aspects of responsibility, risk consideration, feedback, creativity and innovation, task completion time and to the best.4) Organizational commitment is the active participation of the members, classified as involvement in the organization. To investigate the fourth variable there are three dimensions reflected in the aspects of affective, normative and rational; 5) Performance is the level of task completion that indicates the School principals achievement in completing the job with performance measurement standards as stipulated in the Regulation of the Minister of National Education No. 13 of 2007, which includes 5 dimensions of competency, namely: personality, managerial, supervision, entrepreneurship and social.

Based on the research result, it can be concluded as follows: 1) Organizational culture, the school principal leadership and work motivation of the school principal have direct influence on organizational commitment of elementary school principal at Sukoharjo. This result indicates if the culture of the organization is in conducive condition and effective, therefore, it can influence the increasing organization commitment of the school principal; 2) Organizational culture, the school principal leadership and the work motivation of school principal have a direct influence towards the performance of school principal. These results indicate if the three variables are in the condition of conducive and effective, therefore it can influence the increasing performance of the school principal; 3) Organizational commitment of the school principal has direct influence on the performance of elementary school heads Sukoharjo. These results indicate that a strong organizational commitment from the school School principals will have an impact on increasing the performance of the School principals.

Key words: leadership, organization commitment, organization cultural, performance, work motivation.