

**THE EFFECT OF CULTURAL ORGANIZATION, LEADERSHIP, MOTIVATION WORK,
AND JOB SATISFACTION COMMITMENT TO ORGANIZATION
(A CASE STUDY IN MADRASAH ALIYAH STATE NORTH SUMATERA)**

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ABSTRACT

This study was aimed to investigate the influence of organizational culture on organizational commitment, leadership influence on organizational commitment, work motivation influence on organizational commitment, and job satisfaction on organizational commitment in the education unit MAN (Madrrasah Aliyah) of North Sumatra province. The results showed that organizational culture directly influence organizational commitment, leadership directly influence organizational commitment, motivation direct effect on organizational commitment, job satisfaction directly influence the organizational commitment of organizational culture direct effect on job satisfaction, leadership directly influence job satisfaction, organizational culture direct effect on motivation, leadership directly influence the work motivation of organizational culture direct influence on the leadership of headmaster.

Keywords: *organizational culture, leadership, motivation, job satisfaction, organizational commitment*

INTROCUCTION

Management plays an important role in the management of education Usman (2002) says that 80% of problems of education quality caused by management, at the implementation level of management, principals have a strategic role to coordinate, mobilize all the educational resources available, and one of the factors that can encourage schools to realize the vision, mission, and goals of the school.

The teacher is spearheading the implementation of education. Professionalism and quality of work of teachers is an indicator of the commitment of teachers to the school as an organization where she teaches. Organizational commitment is needed to improve the performance of teachers. The commitment will encourage the selection of teachers habits that support educational institutions to work more effectively. Quality of work of teachers is also an indication of the commitment of teachers to the school as an organization where she taught.

From various studies on organizational commitment, especially school organizations such as research conducted Buraidah (2011) calculation results mean empirical and hypothetical mean organizational commitment in mind that organizational commitment owned the teachers moderate. Research Winarji (2012), revealed that organizational commitment principals in Deli Serdang, medium category. Seniati (2006) concluded lecturer at the university's commitment to be at the level of being. Research Yasaratodo (2012) Affective commitment principals generally located at an

average grade or category enough. Majorsy (2013) concluded from his research that the faculty includes individuals who have the organizational commitment of the being.

From the results of various studies, the experts basically organizational commitment in the education unit including being. Categories are being taken to mean that the teachers, faculty, principals such as in the case of lack of awareness and sense of responsibility towards the tasks given, a desire that is not strong enough to be a member of a particular organization, a lack of desire or ambition to strive as desired organization, lack of trust and acceptance that is not completely against the values of the organization and a destination.

Observing the conditions of organizational commitment from the results of the preliminary study, the teachers found the average is still below 40% is not the right time working on her main tasks, regarding attendance, the attendance percentage is still below 95%. It is associated with issues of organizational commitment, from the data found in research indicated that teachers' commitment is still not sufficient, if the organization's commitment is still as conditions on the ground, then the organization's goals can't be achieved as appropriate.

Research on organizational commitment and the factors that influence has been conducted, but research on the organizational commitment is still relevant to the present study, because of the organization's commitment to sustainability as an important predictor of the organization in achieving its objectives. Commit to the institution where the work is not just growing, but many factors that influence it. Factors affecting the organizational commitment shaped by the environment and work culture, effective leadership, a strong motivation to complete various tasks, responsibility for and authority, feeling the incentives received, the conditions of mutual support, their good cooperation.

The findings of the study explains the tendency of organizational commitment high category of 99.5 percent. These findings make clear that initial predictions about the state of society together in MAN's commitment (Madrasah Aliyah) North Sumatra allegedly low. Seeing the results of research where the organization's commitment in North Sumatra MAN was heading well classified category. This finding has been explained that the organization's commitment MAN North Sumatra could be improved through organizational culture, leadership, motivation, and job satisfaction. These four factors can be explained as follows:

The quality of organizational culture in the education unit MAN allegedly lower North Sumatra province obtained the variable tendency of respondents organizational culture dominated in the high category amounted to 99.73 per cent, so it can be concluded that, overall, it can be concluded that the culture of the organization in North Sumatra MAN tends to be in the high category. Thus it is necessary to maintain our culture organizations in MAN, and need to make an assessment and adjustment continuously in order to survive and be able to achieve its intended purpose. Implementation of the organizational culture needs to be maintained in a systematic and consistent with the attitudes and behaviors that lead to increased morale, loyalty, discipline, involvement and alignments in the organization, including fidelity to duty and accept the goals and norms applicable, comply with regulations, an active role in activities and is responsible for personnel work and if the teacher has to have the desire to achieve common goals, then the next step is to facilitate the organization with opportunities and incentives to the work environment that is conducive to achieving the vision and mission of the organization.

Based on the data that are in the leadership of the average grade or category was 56.8 percent. Leadership qualities gained leadership variable rate trends respondent dominated the category of being, so it can be concluded that, overall, it can be concluded that the leadership in North Sumatra MAN tend in the medium category. In the presence of leadership in North Sumatra MAN education units would need to increase the quality of leadership, leadership enhancement can

be done by improving aspects of the implementation of the vision and mission, to empower teachers and staff, guidance and direction, administration, improvement and development.

Based on research data work motivation is at an average grade or category enough. The quality of work motivation obtained the tendency of respondents work motivation dominated in the category amounted to 83.95 per cent, so it can be concluded overall motivation to work in the education unit MAN North Sumatra medium category. Noting the existence of motivation to work in the education unit MAN North Sumatra, would need attention, because motivation is the energy and strength of someone who will raise the level of enthusiasm and perseverance in performing their duties.

Based on research data of job satisfaction is at an average grade or higher category at 94.2 percent, the quality of job satisfaction can be concluded that overall job satisfaction can be found in the education unit MAN tends North Sumatra in the category, an attempt to maintain the satisfaction of the teacher can be done with maintain the culture of the organization, effective leadership and maintain achievement motivation.

The research findings have proved that sixteen hypothesis has been proven true by empirical data support. Organizational commitment can be supported by several factors. Results of previous studies have proved this. Dahnia research organization where commitments are influenced by job satisfaction, orgganisasi climate, individual character, work stress. Winardi, Jasman J. Maruf, Musnadi et al. (2012) made a research model which means that organizational commitment affect the performance and also the organizational culture and motivation also influenced performance, organizational commitment dipengaruhi by motivation and organizational culture. Hasan (2012) in which the Organization's commitment is influenced by job satisfaction and discipline. The results of these studies have supported theories suggested by experts that there are a number of determinants of organizational commitment. It can be seen from the theory put forward Colquitt, Robert Kreitner, Angelo Kinicki, Hammer and Smith about the factors that affect and are affected there occur similarities and differences. Colquitt suggested factors affecting organizational commitment is job satisfaction, motivation, stress, trust justice, learning and decision making (decision), factors which influence indirectly from organizational commitment organizational culture, leadership, ability, character. Meanwhile, according to Robert Kreitner, Angelo Kinicki, factors affecting the organizational commitment is Personal characteristics (personal character), Esperience Work (work experience), Value congruence or personal cultur fit, Lack of iternatives, Investments, Socialization Psychological contract.

The findings of this research has supported the theory with proven factor of organizational culture, leadership, motivation, and job satisfaction can affect organizational commitment MAN 48 percent of North Sumatra Province. This is discussed in the following points:

a. Commitment organizations affected by the culture organisasi.38 percent

Organizational culture is a philosophy, ideology, values, assumptions, beliefs, expectations, attitudes and norms that are shared and binding in a particular community. Specifically culture in the organization will be determined by conditions of team work, leaders and characteristic of organization and administration process applicable. Why organizational culture is important, because it is the habits that occur in the organizational hierarchy representing norms of conduct followed by the members of the organization. Productive culture is a culture that can make the organization strong and goals of the organization can be accommodated.

Commitment is a force that binds an individual to perform an action that is relevant to a particular target. Organizational commitment is as receipt of persons on the values of the

organization, psychological involvement, and loyalty. It shows that organizational commitment is a binding force of a person in the form of responsibility, loyalty and devotion that is high in performing the role and task in hand. These findings support the results of research Lok and Crawford (2004), Kartiningsih (2007), Darajat (2012), Munizu (2012) each of which proved that "there is a direct effect between organizational culture and organizational commitment. Winardi, Jasman J. Maruf, Musnadi Said (2012) research results of organizational culture has a negative impact and no significant effect on organizational commitment. Robbin (2008) said that one of the specific result of a strong organizational culture is decreasing employee turnover rate, the objectives achieved harmony between employees and organizations through to build a culture of organizational commitment in themselves. The results of these studies support the theory put forward expert Colquitt et al (2006) organizational culture affect the commitment of the intermediary motivation and job satisfaction. thus the researchers concluded MAN organizational culture in North Sumatra effect on MAN organizational commitment in North Sumatra Province.

b. Commitment organizations affected by the leadership of 49 percent

The achievement of organizational goals is a reflection of the effectiveness of a leader, while an employee or subordinate leaders assess the effectiveness of various viewpoints. Leadership is a person to move others to lead, guide, and influence others to do something in order to achieve the expected results. Effective leadership create effective organizations to realize the vision, mission, and goals. Leadership is the ability to make other people work voluntarily. Voluntary interpreted in this case is to work earnestly, happy, peppy tirelessly by the professionalism.

Marked with the organization's commitment to work in earnest, happy, full of enthusiasm without knowing tired. Commitment is a force that binds an individual to perform an action that is relevant to a particular target. It shows that organizational commitment is a binding force of a person in the form of responsibility, loyalty and devotion that is high in performing the role and task in hand. These findings support the results of research Krishna (2000), May, et al. (2009), Koesmono (2007), each of the research results: Leadership affect Organizational Commitment. The results of these studies support the theory of experts put forward Colquitt et al (2006) leadership influence on the commitment by intermediaries motivation and job satisfaction and John W. Newstrom (2005) state leadership influenced the culture of the organization, as well as the results of research conducted Koesmono (2007). Thus we can conclude a direct effect positive leadership to organizational commitment in North Sumatra MAN.

c. Commitment organizations affected by the motivation to work 28 per cent.

The theory of motivation is a concept that is giving an explanation of the person's needs and desires and to orientate actions. One's motivation comes from internal and external. Someone's motivation in the form of intrinsic and extrinsic. Intrinsic and extrinsic motivation something equally affect one's duties. The combination of intrinsic and extrinsic incentives are stipulated agreement and is associated with a person's psychology. Work motivation is influenced by intrinsic and extrinsic factors. When these two factors are met by an employee or teacher, will have an impact on the motivation and commitment that teacher to his organization.

Organizational commitment is the power of employee engagement within an organization, when employees were involved in the problems in the automatic organization of employees will be motivated to help the success of the organization. Organizational commitment reflects employee loyalty to the organization and ongoing process in which members of the organization expressed

concern to the organization and success and sustainable progress reflection as this indicates liveliness active and motivated teachers will be committed to the organization. The study's findings have supported research Winardi, Jasman J. Maruf, Musnadi et al (2012), Suwardi and Utomo (in Desianty (2005), Buraidah (2011) that each study concluded work motivation positive and significant effect on organizational commitment. the results of these studies support the theory put forward expert Colquitt et al (2006), influenced the motivation variable organizational commitment. Based on the above concluded that motivation directly affects the MAN organization's commitment in North Sumatra Province.

d. Commitment organizations affected by the job satisfaction of 28 percent.

Organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive as desired organization, and certain beliefs, and also acceptance of the values and goals of the organization. Attitude which indicates the acceptance value to the organization and ongoing process in which members of the organization expressed concern to the organization and success and sustainable progress. Commitment is an attitude and behavior that encourage each other (reinforcement) between one another. When a person has a high commitment to the organization, then it will show positive behavior and attitudes toward the institution, he defended his organization, seeks to improve achievement, and have a firm belief to help realize organizational goals.

Job satisfaction is based upon the convenience of the working environment as well as the impact on the emergence of certain attitudes or behavior, which is a commitment to the organization. Someone who feels satisfied in performing each job then he would be happy to work so unwittingly he has demonstrated his commitment to the organization in the work, at least in the acceptance of the values and goals of the organization, readiness and willingness to buck the name of the organization and remain in the organization. Based on the above, alleged that directly affect the job satisfaction organizational commitment. These findings have supported research Wibowo (2013), Kusnilawati (2013) respectively expressed job satisfaction has a positive and significant impact on organizational commitment, results of these studies support the theory put forward expert Colquitt et al (2006), where commitment as an outcome, and factors that influence is job satisfaction.

The above description is supported by the results of research and theory experts say that hinted organizational commitment should be fostered and developed in order to achieve perfection. Commitment organizations directly affected by the organizational culture, leadership, motivation, and job satisfaction. The four factors were assessed affect organizational commitment, and should be also stressed that the leadership of factors can influence the organization through the commitment, motivation and job satisfaction. Meanwhile it is also cultural factors can affect the organization's commitment to the organization through leadership, motivation and job satisfaction.

a. Work motivation influenced the culture of the organization 77 percent.

Organizational culture is the interaction of various traits habits that affect groups of people in their environment. Culture is the essence of what is important in the organization. Various interactions can be giving a boost to the spirit of carrying out the work. Motivation as a series of psychological activities that are giving impetus that moves towards achieving the goal, that is, not only to others but also to yourself, the motivation has to do with the strength and direction of behavior and relationship factor for people to act in a certain way. The term motivation can be pointed in many ways individuals to the destination, the procedure in which individuals choose their destinations and ordinances in which others are trying to change their behavior. The study's findings

support the results of the research study Liliyana et al (2011), Kusmono (2013), Mahmudah (2011) each concluded organizational culture influence on work motivation. The results of these studies support the theory put forward expert Colquitt et al. (2006), in which the influence of organizational culture motivation. So it was concluded considered that the organizational culture have a significant effect on work motivation in MAN North Sumatra Province.

b. Work motivation is influenced leadership 52 percent.

Leadership is a very important factor in influencing the performance of the organization, because leadership is a major activity in which the organization's goals can be achieved, as a leader someone who has the ability to lead and be given the authority to direct, develop, regulate, influence and motivate others to do something on purpose, while motivation is a series of psychological activities that are giving impetus that moves towards achieving the goal. According to Jurgensen (in Blum & Naylor (1986) inductive Miftahun Ni'mah Suseno other factors that affect the work motivation is the boss.

Behavior boss will affect employee motivation, a good boss or leader is to be a role model, to guide, supervise and protect his subordinates. The leader was identified as a role model by his subordinates, trusted, respected, and has a clear vision and mission, which can be realized according to the perceptions of subordinates (Bass, who was quoted Miftahun Ni'mah Suseno). The study's findings have supported research Dedy et al. (2013) there is a strong relationship of leadership to the work motivation, Sudirman (2007) occurs partial effect between the level of leadership style on job motivation, while the results of these studies have supported theories presented by experts theories put forward Colquitt et al (2006) leadership influence motivation. So we can conclude that the leadership can affect motivation for work in North Sumatra MAN.

c. Job satisfaction is influenced by the culture of the organization 43 percent.

An organizational culture that promotes teamwork and a people-oriented, create an organizational environment becomes more friendly, provide full support for member organizations to further advance and give full confidence to the members of the organization, when members of the organization to get trust and support will certainly delight.

Job satisfaction is an unpleasant emotional state is generated on an assessment of work or work experience. Job satisfaction reflects one's feelings toward his work. This is evident in the positive attitude of employees towards work and everything encountered in the work environment. It showed job satisfaction can be influenced by the organizational culture, research Indraswari et al. (2007), there is a positive relationship between organizational culture and job satisfaction, Roos (2005) and Chen (2004) which states that employees' perception of the culture or customs within an organization to determine job satisfaction and theories presented by experts Colquitt et al (2006) , where job satisfaction organizational culture, leadership, ability, character. So we can conclude organizational culture influence on job satisfaction at MAN province of North Sumatra.

d. Job satisfaction is influenced by the leadership of 44 percent.

Mintorogo (1997) views leadership as a person's ability to influence others, so that people will want to follow the will knowingly, willingly and wholeheartedly. In essence, leadership is a relationship in which a person or a leader, influence others to cooperate voluntarily, in connection with the duty to achieve the desired leader.

Newstrom (2007) leadership (leadership) is the process of influencing and supporting people to work enthusiastically for the sake of achievement of the objectives. Nawawi (2000) suggested

that leadership is the ability to encourage a number of people to be able to work together to undertake activities that focus on common goals.

Job satisfaction reflects one's feelings toward his work. Someone who has a high satisfaction with the job tend to feel positive and appreciate a good job and willing to cooperate voluntarily. Davis suggested that job satisfaction is the condition of likes and dislikes in the view of the employee to work. Thus that job satisfaction can be influenced leadership action.

The research findings have supported research results Seoetal (2004), Stordeur et al. (2000), and Berson & Linton, (2005), which also proves that the leadership has a positive relationship with job satisfaction. Likewise, the research results are consistent with research conducted by Thorlakson and Murray (1996), Kinman et al. (2001), and Denison (1996), which also showed that leadership and significant positive effect on job satisfaction. So it can be presumed that the leadership and significant positive effect on job satisfaction of employees. The results of these studies have supported theories presented by experts Colquitt et al (2006) leadership is affecting job satisfaction. Colquit, Lepine, and Wesson famous by the "Integrative Model of Organizational Behavior" it explained that the leadership of a direct effect on job satisfaction. So we can conclude the leadership of the head of the North Sumatra MAN effect on job satisfaction at MAN province of North Sumatra.

e. Leadership is influenced by the culture of the organization 72 percent.

Organizational culture is a set of values that control the interactions between individuals within an organization, which can not be separated from the principal activity. School principals in directing by identifying subordinate, supporting subordinates, develop subordinates, motivate subordinates, establish and nurture subordinates to achieve goals

Leadership plays an important role in an organization, as a leader that will propel and steer the organization in achieving its objectives, it is not easy, because the need to understand each subordinate's behavior is different, subordinates should be affected in order to give the devotion and participation to the organization to the fullest ,

The research findings have supported research results Wirawan (2007) concluded that leadership success is partly determined by the ability of leaders to develop the culture of the organization. The results of these studies have supported theories proposed Newstrom (2007) states directly affects the organizational culture of leadership, as shown in "An Organizational Behavior System" her. Those who would like to become a member of the organization shall understand, feel ownership, and implement it in their behavior, are all inseparable from the role of school leadership. Based on the above, it can be concluded leadership success is partly determined by the ability of leaders to develop the culture of the organization.

Observing the conditions of organizational commitment from the results of research and field studies, then the organization's goals can't be met in full, since the commitment school personnel seemed inadequate, so they need to increase the organization's commitment to educational institutions, and committed to the organization a high regard for the institution where work is not just growing, but so many factors that influence the organization / institution can be more effective and efficient in achieving its vision and mission. Organizational commitment affects the survival of the organization, therefore it is necessary to do research about the commitment of the organization, in order to know the existence of school commitments. Based on the background, the identification of the above, the formulation of the problem in this study are as follows: "How can the existence of organizational commitment and the factors that influence in North Sumatra MAN?"

METHOD

The study population was a teacher who served on 41 MAN in North Sumatra in 1659 amounted to teachers, the number of samples is the teacher who had in 37 MAN using cluster sampling, sample of 380 teachers by using purposive sampling with criteria; (1) represent each subject; (2) samples are civil servants; (3) educated Stara 1 (S1), and (4) have diversified III/c. The research instrument used a questionnaire with Likert scale. The research data were processed and analyzed with path analysis. Path analysis begins with a test covering requirements analysis through a formula Lilypors normality test and linearity test with the significance of regression.

RESULTS AND DISCUSSION

Summary results of the calculation of the estimated path coefficients of the variables of the study are presented in Table 1 below.

Table 1: Summary Calculation Results Estimates Variable Coefficient Line Against Variable-Research

	Coefficient	t_{count}	$t_{\text{table (0,05)}}$	Remarks
ρ_{51}	0.38	16.98	1.89	Significance
ρ_{52}	0.41	10.59	1.89	Significance
ρ_{53}	0.28	24.21	1.89	Significance
ρ_{54}	0.28	22.68	1.89	Significance
ρ_{41}	0.43	15.78	1.89	Significance
ρ_{42}	0.44	18.51	1.89	Significance
ρ_{31}	0.77	154.4	1.89	Significance
ρ_{32}	0.52	27.79	1.89	Significance
ρ_{21}	0.72	21.35	1.89	Significance

Test Overall Structure I

This hypothesis states that the level of Organizational Commitment (X_5) is influenced directly by Cultural Organization (X_1), Leadership (X_2), work motivation (X_3), and Job Satisfaction (X_4). Based on the calculation results of hypothesis testing, obtained RT_2 price of 0.3337 and F at 47.05

Having consulted F to F distribution tables for the degrees of freedom ((k), (N-k-0)), namely: 4; 376 price obtained on a 2.31 F_{table} the significant level at $\alpha = 0.05$. These results indicate that $f_c (47.05) > F_{\text{table}} (2.31)$, so H_0 rejected and H_a accepted, meaning the level Organizational Commitment is directly affected by the Cultural Organization (X_1), Leadership (X_2), work motivation (X_3), and Job Satisfaction (X_4), can thus be tested individually.

Structural Sub Test 1

From Table 1 coefficient $\rho_{51} = 0,38$ The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($16.98 > 1.89$). So H_0 rejected and H_a accepted means that the path coefficient organizational culture (X_1) on organizational commitment (X_5) may be declared significant at $\alpha = 0.05$. Thus it can be stated that the organizational culture directly influence organizational commitment in the education unit MAN North Sumatra Province.

From Table 1 coefficient $\rho_{52} = 0,49$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($10.59 > 1.89$). So H_0 rejected and H_a accepted meaning of leadership path coefficient (X_2) on organizational commitment (X_5) may be declared significant at $\alpha = 0.05$. Thus it can be

stated that the direct impact of leadership on organizational commitment in the education unit MAN North Sumatra Province.

From Table 1 coefficient $\rho_{53} = 0.28$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($24.21 > 1.89$). So H_0 rejected and H_a accepted means that the path coefficient of work motivation (X_3) on organizational commitment (X_5) may be declared significant at $\alpha = 0.05$. Thus it can be stated that the motivation to work directly influence organizational commitment in the education unit MAN North Sumatra Province.

From Table 1 coefficient $\rho_{54} = 0.28$. The individual test results of calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($22.69 > 1.89$). So H_0 rejected and H_a accepted means of job satisfaction path coefficient (X_4) on organizational commitment (X_5) may be declared significant at $\alpha = 0.05$. Thus it can be stated that the direct effect of job satisfaction on organizational commitment in the education unit MAN North Sumatra Province.

Overall Structure Test 2

This hypothesis states that the level of job satisfaction (X_4) are directly affected by organizational culture (X_1), leadership (X_2). Based on the calculation results of hypothesis testing, obtained RT_2 price of 0.5745 and F amounted to 43.6. Having consulted F the F distribution tables for the degrees of freedom ((k), (N-k - 0)), namely: 4; 376 F_{table} 2.31 price obtained on tarafsignifikan at $\alpha = 0.05$. These results indicate that F_{count} (4.36) $> F_{\text{table}}$ (2.31), so H_0 rejected and H_a accepted, meaning that the level of job satisfaction is directly affected by organizational culture (X_1), leadership (X_2), and is therefore performed testing individual.

From Table 1 coefficient $\rho_{41} = 0.43$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($15.78 > 1.89$). So H_0 rejected and H_a accepted means that the path coefficient organizational culture (X_1) to job satisfaction (X_4) can be declared significant at $\alpha = 0.05$. With so it can be stated that the organizational culture directly influence job satisfaction in the education unit MAN North Sumatra Province

From Table 1 coefficient $\rho_{42} = 0.44$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($18.51 > 1.89$). So that H_a H_0 accepted and rejected leadership means that the path coefficient (X_2) to job satisfaction (X_4) can be declared significant at $\alpha = 0.05$. With can thus be stated that the leadership of a direct effect on job satisfaction in the education unit MAN North Sumatra Province.

Test Overall Structure 3

This hypothesis states that the level of work motivation (X_3) are directly affected by organizational culture (X_1), leadership (X_2). Based on the calculation results of hypothesis testing, obtained RT_2 price of 0.665 and F amounted to 415.39. Having consulted F to F distribution tables for the degrees of freedom ((k), (N-k - 0)), namely: 4; 376 F_{table} 2.31 price obtained on tarafsignifikan $\alpha = 0.05$. These results indicate that F_{count} (415.5) $> F_{\text{table}}$ (2.31), so that H_0 refused and H_1 accepted, meaning the high and low motivation to work directly influenced by organizational culture (X_1), leadership (X_2), and is therefore performed testing individual.

From Table 1 coefficient $\rho_{31} = 0.77$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($154.4 > 1.89$). So H_0 rejected and H_a accepted means that the path coefficient organizational culture (X_1) on work motivation (X_3) can be expressed significance $\alpha = 0.05$. With can thus be stated that the organizational culture directly influence the motivation to work in the education unit MAN North Sumatra Province.

From Table 1 coefficient $\rho_{32} = 0.52$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($27.79 > 1.89$). So H_0 rejected and H_a accepted meaning of leadership path coefficient (X_2) on work motivation (X_3) can be declared significant at $\alpha = 0.05$. Thus it can be stated that the leadership has no direct effect on work motivation in the education unit MAN North Sumatra Province.

Test Overall Structure 4

This hypothesis states that the level of leadership (X_2) directly affected by organizational culture (X_1). Leadership (X_2). Based on the calculation results of hypothesis testing, obtained RT_2 price of 0.5328 and F at 71.06. Having consulted F the F distribution tables for the degrees of freedom ((k), (N-k - 0)), namely: 4; 376 F_{table} price obtained on a 2.31 significance level $\alpha = 0.05$. These results indicate that F_{count} (71.06) $> F_{\text{table}}$ (2.31), so H_0 rejected and H_a accepted, meaning that the level of leadership is directly affected by organizational culture (X_1), can thus be tested individually.

From Table 1 coefficient $\rho_{21} = 0.72$. The results of individual test calculations show prices $t_{\text{count}} > t_{\text{table}}$ ($21.35 > 1.89$). So H_0 rejected and H_a accepted means that the path coefficient organizational culture (X_1) on the leadership (X_2) can be declared significant at $\alpha = 0.05$. With so it can be stated that the organizational culture directly influence the leadership in the education unit MAN North Sumatra Province.

Structural Model Testing

Structure determination relationship models have both positively and negatively. This can be proved by the test results of path coefficient of each variable and the value of t-statistic of the path coefficients, to determine the significance of the causal relationship between the model. The path coefficients and the value of t-statistic can be seen in Table 1 above

Fitness Test Model

Testing suitability model (model fit) sought to examine whether the proposed model has the suitability (fit) with the data or not.

From the calculation coefficient of determination for each of the multiple regression $R1^2 = 0.4818$, $R2^2 = 0.6651$, $R3^2 = 0.5745$, and $R4^2 = 0.5328$. Residual path coefficients for each given $e_1 = 0.3337$, $0.1845 = e_2$, $e_3 = 0.67$ and $e_4 = 0.167$; $R^2_m = 1 - (1 - e_1) (1 - e_2) (1 - e_3) (1 - e_4)$, then $R^2_m = 1 - (1 - 0.3337) (1 - 0.1845) (1 - 0.67) (1 - 0.167) = 1 - (0.66) (0.81) (0.33) (0.83) = 1 - 0.14 = 0.85$

Based on the results of the analysis of lines 1, 2, 3, and 4, it can be seen that the results of the calculation of the path coefficient is stated on the path diagram on Line 1, Line 2, Line 3 and Line 4 all significantly according to the F test for the overall model structure 1, 2, 3, and 4 and t test individually. Therefore the price of $M = R^2_m$, so that the Q value to 0. By considering the chi-squared distribution tables on the degrees of freedom, $d = 0$ and a significant level of $\alpha = 0.05$ was obtained price $\chi_{\text{table}} = 3.84$, for $\chi = 0 < \chi_2 = 3.84$, the test is significant. Thus it can be concluded that the model in the picture is perfect, so the image can be expressed paradigm proposed in this study can be accepted. Based on the price path coefficients obtained can be illustrated diagram in Figure .1 model line follows.

Based on the data in Table 1 above it can be seen that the direct effect of the two exogenous variables. First, the organizational culture variables directly affect the motivation of 0.77, indirect effect through the leadership of 0.12. So the total effect 0.89 and influence of non path -0.074. Both leadership variable direct effect on job satisfaction was 0,52, and the influence of non lanes 0.3094.

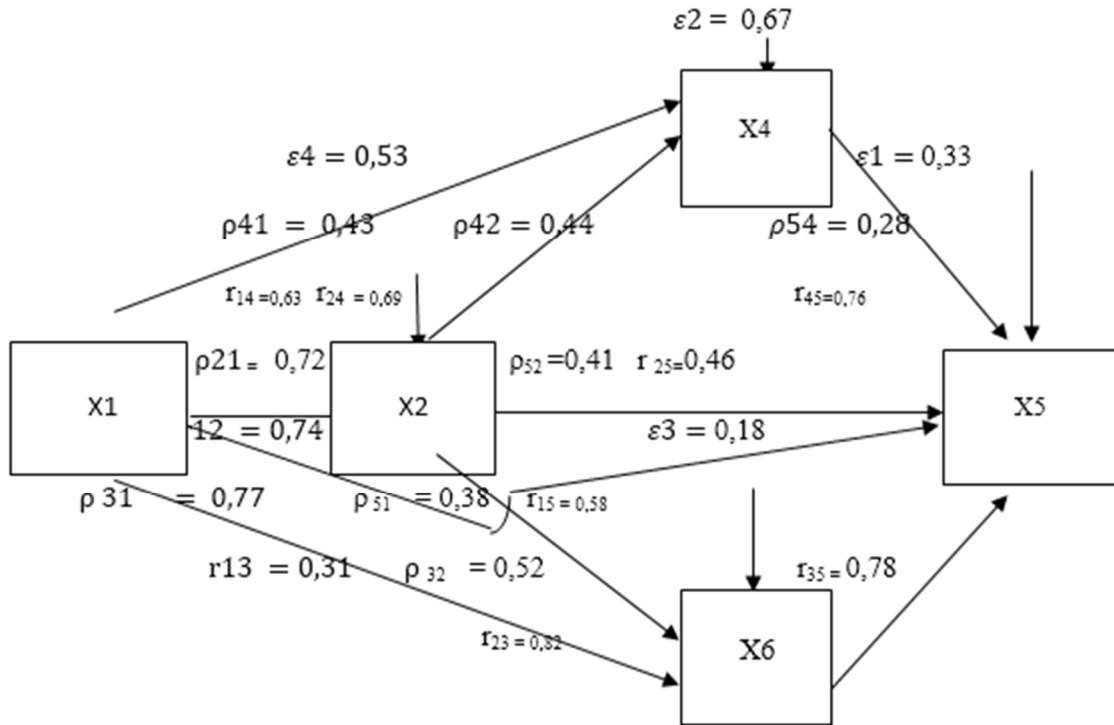


Figure 1. Causal Relationship Empirical Research Variables

CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis and discussion of research results, obtained the following conclusions: (1) organizational commitment of teachers in North Sumatra MAN tends in the high category; (2) organizational culture teachers in North Sumatra MAN high category; (3) The respondent dominated leadership in the category; (4) motivation to work predominantly in the high category; and (5) MAN teacher job satisfaction tends North Sumatra in the category of high category.

Based on the analysis and discussion of research results, be concluded that all the variables with each indicator, which was originally predicted to affect directly with the organization's commitment to support the empirical data has been shown to have a direct or indirect effect significantly.

Proved that the level of organizational commitment directly affected by the organizational culture, leadership, motivation, and job satisfaction. The findings of this research has supported the theory with proven factor of organizational culture, leadership, motivation, and job satisfaction can affect organizational commitment MAN North Sumatra province by 48 per cent and 52 per cent are influences outside the four factors, with the assertion that: (1) Cultural organizations in MAN direct effect on organizational commitment. This means that the better or maintenance of organizational culture at the school, the increasing commitment MAN teacher organizations in North Sumatra; (2) Leadership direct effect on organizational commitment. This means that the effective leadership at the school has increased the organization's commitment MAN teachers in North Sumatra; (3) Motivation direct effect on organizational commitment. This means that the higher the motivation to work at the school has increased the organization's commitment MAN teachers in North Sumatra; (4) The direct effect of job satisfaction on organizational commitment. This means that the higher the job satisfaction in madrassas increasing organizational commitment of teachers MAN North Sumatra.

The findings also show that the level of job satisfaction is directly affected by the culture of the organization and leadership of the principal, namely: (1) Cultural organizations directly influence job satisfaction of teachers means that the better or maintenance of organizational culture at the school then increased job satisfaction of teachers in MAN Province North Sumatra; (2) Leadership direct effect on job satisfaction. This means that the effective headmaster then increased job satisfaction of teachers in MAN province of North Sumatra.

The findings also prove that the level of work motivation is directly affected by the culture of the organization and leadership of the principal, namely: (1) Cultural organizations direct effect on motivation. This means that the better or maintenance of organizational culture at the school, the increased motivation of teachers working at MAN North Sumatra Province; (2) Leadership direct effect on work motivation. This means that the effective headmaster then increasing employee motivation MAN teacher of North Sumatra province.

These findings also prove that the level of leadership headmaster directly affected by the culture of the organization means that the better or maintenance of organizational culture at the school, the increasing effectiveness MAN headmaster in North Sumatra Province.

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