The Interaction Of Organizational Culture, Leadership Style The Head Of School And Conflict Management On The Performance Of Secondary School Teachers

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Abstract.

The purpose of this study was To determine the interaction of the influence of principal's leadership style on the performance of teachers of SMP Negeri Samarinda, to determine the interaction effect of organizational culture in learning on the performance of teachers of SMP Negeri Samarinda, and to determine the interaction of organizational conflict on the performance of teachers of SMP Negeri Samarinda. This research was conducted in the First high School Was with the research sample as many as 65 people teachers drawn randomly against six Secondary Schools in Samarinda. The research method used is the method of suvey with data collection techniques using a questionnaire followed by an interview with prewakilan teachers drawn randomly 5 teachers from each school. Data analysis used is path analysis (path analysis).The findings of the study show that:(1) organizational Culture has a direct effect on the Performance of Teachers amounted to 14.82% with path coefficient 0,385 (2) the principal's Leadership Style has a direct effect on the Performance of Teachers by 5.25% with a path coefficient 0,230, and (3) Conflict Management has a direct effect on the Performance of Teachers by 11,29% with path coefficient 0,336. Research conclusions:(1) organizational Culture has a direct impact significantly on the Performance of Teachers, (2) the principal's Leadership Style has a direct impact significantly on the Performance of Teachers, and (3) Conflict Management has a direct impact significantly on the Performance of Teachers.

Keywords: *Teacher Performance, Organizational Culture, Leadership Style of the Head School, Conflict Management*

1. INTRODUCTION

Refer to research carried out by the Jihad, A. Murniati,AR. and Yusrizal (2019), which explains the Improvement of teacher performance is a factor that needs to be done, for it is necessary to include activities that are planned and programmed in realizing the quality of teacher performance. Strategic plan of education both national and local levels made five years should really be able to ensure and promote how the management of the development of the quality of teacher performance, so what is the right of citizens to get a quality education will be achieved. Furthermore, from the research conducted by Karthik Muralidharan & Venkatesh Sundaraman (2019)explains that teacher performance pay often suggest as carameningkatkan result school education, but the theoretical predictions regarding the effectiveness and the evidence that is empirical is still ambiguous. In an article declaring find that the performance of teachers paid programs are very effective in improving student learning is seen from the results of the tests, showed broad-based gains rated the test as a result of the incentive program.

Today education is a requirement for the whole society. Awareness of the importance of the education of the public increasingly getting bigger. Education is the nation's investment, education greatly affects and is influenced by all aspects of life, including: ideological, political, economic, defense, social, cultural and others. In the preamble of the 1945 Constitution has been confirmed that one of the purposes of the establishment of the government of indonesia is the intellectual life of the nation. The purpose of education is strongly influenced by the rapid development of science and technology and the many demands and needs of various sectors.Where for the purpose of education is achieved then all the resources that are available must be utilized effectively and efficiently as possible.A lot of elements that are interrelated affect the

educational success of the school as a formal educational institutions, such as the improvement of curriculum and teaching materials, increase the ability of the head of the school, increase the professional capabilities of teachers, equipment and infrastructure education in school, increase the ability of the administrative personnel, the improvement of the implementation of guidance and counseling services, the refinement of the information system of the school and improve the work climate of the school. Teacher performance is one component of the success of the school which can clearly be seen from the school. According to the act (the ACT) No. 14 Year 2005 on Teachers and Lecturers, performance adalahampuan daasar teacher mengompetensiesionialasi. Competence is the knowledge, skills, attitudes and values that diwujud in bbiasaan berpikindak. Habits berkhir and act in koonsisten and continuously allows a person ujadi keompeten. Artinyya, the competence of a person a can be in the form of knowledge, skills, and values Nile basic untukanuatuatu. Lompetensi can be recognized through sejumplah learning outcomes and indikatorya can be measured and observed.

Competencies that must be owned by a teacher there are four, namely pedagogic competence, personality competence, professional competence and social competence. Therefore, a teacher should be able to implement the fourth competency is in the process of teaching and learning so that the goal of learning can be achieved. Professional teachers are teachers who are able to manage yourself in performing everyday tasks. According to Glikman, a person will work in professional manner if the individual has the ability and motivation (Mulyasa, 2012). A crucial component in the teaching and learning process is the performance of the teachers themselves. Teachers are educators who have the primary duty to educate, teach, train, and direct the students to have the readiness in the face of increasingly fierce global competition. A teacher must be able to perform the process of teaching and learning is good and right so that the material presented can be understood easily by students. Many ways to improve the work performance of teachers among them are giving the award to teachers achivement, planning the promotion of a clear, give you the opportunity to participate in the decision-making process, creating a climate and culture of the organization of a healthy school, apply the principal's leadership style that is effective and not authoritarian, giving the opportunity for self-development to continue your studies or to include in the training, the Management of a conducive working atmosphere or avoid conflict and other businesses. The success of a school is essentially lies in the efficiency and effectiveness of the appearance of a head of school. In this case the head of the school as someone who was given the task to lead the school, the principal is responsible for the achievement of the goals of the school. The head of the school is expected to be a leader and innovator in the school. Therefore, the quality of the leadership of the head of the school is significant for the success of the school. Already more than 100 years of study about leadership describes leadership theories, in an article discussing about the three seminal theories: (1) situational leadership, (2) transformational leadership (3) leadership tranksaksional, situational leadership emphasize on the behavior of the leadership in the continuum between task and orientation, situational leadership also emphasizes the maturity level of the followers as a contingency or context that leaders need an account in order to build a healthy relationship between leaders and followers, whereas in leadership transformational leaders achieve results by using the influence of the ideal, inspirational motivation, intellectual stimulation and individualized support, transformational leader uses four of these components in its performance to achieve the goals of the organization he leads.

The high and low teacher performance can also be influenced by the perception of teachers regarding the competence of the leadership of the head of school. The perception of the teacher is the response of teachers to the environment. According to Wahjosumidjo (2005) stated that principal leadership is the ability of the principal to mobilize, deploy, guide, protect, give examples, give encouragement, and to give assistance to the human resources in a school so that it can be used efficiently to achieve the goals that have been set.

Literature Review Teacher Performance
Performance is the translation of the word performance which means work, or deed which has three meanings, namely (1) the achievements such as in the context of the sentences very fast car, (2) performances, such as in the context or sentence is performing the dance of the people, and (3) the

implementation of tasks, such as in the context or sentence the implementation of the obligations. Performance in the sense certainly intended as job performance (Kagema & Irungu, 2018). The results of the work of a person in a certain period when compared with the objectives, standards are specified and agreed upon together.Performance is an activity which is done to carry out, complete the task and responsibility in accordance with the expectations and goals that have been set.Performance is an interpretation of the work that is real with labor standards that have been set.Because the organization is basically run by a human, then the actual performance is human behavior in the mpac, which meets the established standards of behavior to achieve the desired results (Jonah & Sukartini, 2013). Performance components include the ability of the individual, business expansion and support organizational.The ability of an individual includes talents, interests, and factor of personality.Efforts include motivation, work ethic, attendance, and design tasks.While the support organizational consists of training and development, equipment technology, management and co-workers. Based on some of the opinions above it can be concluded that the performance that can be achieved in carrying out the duties and responsibilities that have been given to each individual that has been determined applicable standards in an organization. Further understanding of the Performance of Teachers is the result of work accomplished by a teacher in school in order to achieve the goal. While the school is tissue culture money can be the size of all penutan culture around him.Teacher performance is the result of work the teacher, who is the embodiment of ability in the form of real work, the work, and responsibility in carrying out its mandate, the profession carried, as well as the morals he had. Performance is affected by three things, namely the capability of the individual, the motivation, and support the environment. Indicators of teacher performance can be measured through the following things (Weni et al., 2018): (1) the amount of work done in a given time period yan is determined, (2) the quality of the work accomplished under the terms of the suitability and kesiapanya, (3) breadth of knowledge about the job and skills, (4) creativity ideas raised and actions for the settlement of the issues that arise, (5) willingness to cooperate with others, (6) awareness and can be trusted in terms of attendance and completion of work, (7) the initiative to carry out new tasks in the zoom responsibilities, and (8) concerns the quality of personality, leadership, kerahmahtamahan and personal integrity.

Eight of these indicators can actually be applied to the performance of teachers, namely the quality of work of teachers, speed and accuracy in the work, the initiative in work, the ability to work, ability to work together, and the personal quality of the teacher. The next indicator of the performance of teachers in this study are include: (1) quality of work of teachers, (2) speed and accuracy in the work, (3) initiative in the work, (4) ability to work, (5) ability to work together, and (6) the personal qualities of the teacher.

Conflict Management
Understanding Conflict

Conflict can be defined as contrary to each other, arguing, or mutual tig.A conflict situation is considered as a situation of abnormal and not expected, because the conflict is often perceived as a bully stability that should not be there or if it appears to be quickly resolved. The conflict is ketidaksejuan or the interaction of a conflict between two or more members of the organization or kelomppok-groups within the organization, which arise because they have to use scarce resources together, or run activities together, or have status, purpose, value, and perception of different (Dervis, 2013).

The conflict in the organization known as The Confilct Paradocks, namely the view that on the side of the conflict is considered to improve the performance of the group, but on the other hand most of the group and the organization strives to minimize conflict (Weni et al., 2018). Views about the conflict is divided into three parts (Rusdiana, 2015), namely: (1) the traditional view, which states that conflict is a bad thing, something negative, detrimental, and should be avoided; (2) the view of human relations, which stated that the conflict is considered as an event that is normal in a group or organization must occur differences the views or opinions between the members of the; and (3) view inteaksionis, which tends to encourage a group or organization the occurrence of conflict, it is thus caused sutu organization of the cooperative, peaceful, and harmonious tend to be static, apathetic, not aspirational, and not innovative; so that the conflict need to

be maintained at the minimum level. Bogler (2001) stated that if the communication is a transaction process that seeks to bring together individual differences together to seek common ground of meaning, then in the process of it there must be conflict. The conflict was not only expressed verbally but also expressed in nonverbal, such as in the form of the face, the motion of bodies that express their opposition. Conflict is not always a bad word, but could be a source of positive experience.It is intended that the conflict can be a suggestion of learning in managing a group or organization. Conflicts do not always bring the impact of the bad, but also give peljaran and the wisdom behind the feud parties terkeit. This lesson can be in the form of how to avoid the same conflict that does not recur in the future and how to cope with conflict the same if at any time occurred back (Dervis, 2013).

Types of conflict

There are several types of conflict that occur in an organization, namely: (1) conflict in an individual, that is the conflict that occurs because of the excess burden and the inability of the role of the person concerned; (2) conflicts related to the objectives to be achieved; (3) conflicts related to the role and ambiguous in the in the organization, namely because of the difference in the role and ambiguous in the task and responsibility to the attitudes, values and expectations that have been established within the organization; (4) conflict between individuals; and (5) conflict between groups.

Conflict Management

Furthermore, conflict management is a series of action and reaction between the actors or outside parties in a conflict (Rusdiana, 2015). Conflict management including-oriented approach in the process of directing on the form of the communication of the participants ataupn outside parties and how it affects the interests and interpretations. Thus conflict management is the management of the conflict on the performance of the organization in order to be good and beneficial for the achievement of organizational goals. So the conflict soon be overcome, many ways or strategies that can be done. Wijono(1993) explained that to resolve the conflict from within the individual, required seven strategies as follows: (1) create contacts and build relationships, (2) cultivate a sense of trust and acceptance, (3) cultivate the ability or the power of yourself, (4)determine the purpose, (5) looking for some alternative, (6) choose the alternative, (7) plan the implementation of way out. Furthermore, to overcome the conflict between personal dperlukan three strategies as follows: (1) the strategy of a lose-lose, (2) a strategy of win-lose, and (3) win-win strategy. For the organization of the school, one of empowering the Teacher is with caya provide the opportunity for the maximum to develop skills in conflict resolution, problem solving, and negotiation when displaying greater tolerance for the appreciation of the conflict (Rohiat, 2010).   With reference to the types of conflicts that often occur in the organization of the school, then the indicator for the variable conflict management consists of: (1) personal disputes, (2) emotional conflicts, (3) the tension of personal problems, (4) mental fatigue with the burden of the work, (4) a difference of opinion, (5) a disagreement or argument, (6) differences in the vision in the work, (7) the difference in determining solutions to problems.

Organizational Culture

Organizational culture at this time meliliki the role of "key" in achieving excellence and organizational goals efficiently and effectively. Organizational culture more broadly can be defined as patterns of behavior, beliefs, values, benchmark behavior that is shared within an organization. Nasution (2001) stated that in a culture containing a variety of main aspects, namely: (1) a Cultural construction of social and cultural elements, such as values, beliefs, and understanding that is shared by all members of the group, (2) the Culture of giving demands for its members in understanding an event, (3) a Culture containing a habit or tradition, (4) In a culture, the pattern of values, beliefs, expectations, understandings, and behaviors arise and evolve all the time, (5) Cultural redirect behavior, the habit or tradition is the glue that unites an organization and ensure that its members behave in accordance with the norms, and (6) the Culture of each organization is unique. Referring to these concepts, the definition of culture is a complex whole that is related to patterns of behavior and belief includes the values, knowledge, norms, morals, expectations, laws, and other skills and habits adopted and repeated by humans as members of society. More Bounds defines organizational culture as the embodiment of the values and traditions that underlie the organisassi

such. It looks at how employees behave, expectations of employees towards the organization and vice versa, as well as what is considered reasonable in terms of how pehgawai carry out peerjaannya. Robbins and Judge (2007) impose limits on the organizational culture as a reference to a system of shared meaning that is formed by its members at once distinguishing the organization. Thus, every organization should not have a culture which is exactly the same. Faithful organization has the culture of the organization which is the distinctive feature, and is pembed with other organizations.Organizational culture greatly affect the working atmosphere in the organization. Organizational culture is the embodiment of the values and traditions that underlie the organization look how to behave, expectations of employees towards the organization and vice versa, as well as what is considered reasonable in terms of how employees carry out their work. Meanwhile, according to Luthans organizational culture actually grow because it was created and developed by individuals working in an organization, and accepted as value-the value that should be preserved and passed down to every new member. These values are used as guidelines for each member as long as they are in the environment of the organization and can be considered as a distinctive feature that distinguishes an organization with other organizations.

Selanjutnyajones (2001) defines culture culture organizational culture is a set of values and norms that is widespread that can control the passage mengontasi between members of the organization maupasi a organizangaraorganisasi and diangeráasi that will organization. Value is a standard that clean mmum contains printer-principles that are considered very kind and not done. While the norm is the standard of the dangers that may diau even should be done and which should not be dilakutan organization. Meanwhile, Gibson et al(2006) stated that what is understood by the employees and how that perception macenciptakan patterns of belief. While Wiiehrich and Koontz (2005) suggested, "organizational culture is the pattern of public behavior, shared beliefs, and valu that the members have a Common" Later in its development Kreitner and Kinicki (2000) stated that organizational culture is a form of supposition which is owned, implicitly accepted by the group and determine how the group feel, think and react to their environment are diverse.Another put forward by Schein (2004) organizational culture is a pattern of a set of basic assumptions that are used by its members in resolving the problems of adaptation to the internal and external, that work well and be considered valid. Furthermore, Kreitner and Kinicki (2005) stated that organizational culture has four functions, namely:*(1) Give members an organizational identity, (2) Facilitate collective commitment, (3) Promote social system stability, (4) Shape behavior by helping members make sense of their surroundings.*

Robbins (2007) states there are five function of organizational culture, namely: (1) culture has a role to set boundaries, this means creating a culture a clear distinction between one organization to other organizations; (2) culture brings a sense of identity for its members; (3) culture to facilitate the birth of commitment to something larger than individual interests; (4) cultures that enhance stability of the system of social; and (5) culture is the social glue that helps unify the organization by providing the standards for what should be said and done by the employees. Organizational culture can also be understood from the dimensions or certain characteristics that are closely linked and interdependent. Robbins identify there are seven main characteristics of organizational culture, namely: (1) innovation and risk-taking, namely the extent of the employees are encouraged to be innovative and take risks; (2) attention to matters of detail, including the extent of the employees are expected to show the precision (accuracy), analysis and attention to details; (3) the orientation of the result, i.e. the extent of management focuses on results rather than on techniques and processes used to achieve those results; (4) the orientation of the person, that is the extent of management decisions taking into account the effect of outcomes on people within the organization; (5) team orientation, i.e. the extent of the work activities are organized around teams instead of individual-the individual; (6) aggressiveness, namely the extent the person is aggressive, communicative, and instead of relaxing-relaxing; and (7) Stability, i.e. the extent of the activities of the organization emphasize the maintenance of the status quo in comparison with the growth. The seventh of these characteristics will describe the culture of the organization, and became the basis for a shared understanding that possessed by

the members to get to know the organization, as well as reflecting the strength that should be owned by every member of the organization.

The culture of the organization will be able to affect performance and job satisfaction when viewed from the dimensions of management, member groups and individual members. On the explanation of the looks of the employees to form a perception of subjective about the organization based on factors such as tolerance to risk, the pressure on the team and support people. Actually, the overall perception into the culture organissi.The perception that supports or does not support this affect the performance and satisfaction of employees. The performance or satisfaction of employees will be increased when the culture of the organization the better.

From the corner of the members in the group, the culture of the organization will give you direction (direction) preformance find ways to achieve the goals of the organization. In this case, the organizational culture can have a positive influence or a negative depending match (compatible) whether or not the culture with the development of the internal and external environment.Further, Robbins states the perception that support or do not support affect the performance and satisfaction of employees with a greater impact on the culture of stronger. Thus, the better the perception of the employees towards the organizational culture and its application, the better will be the performance and job satisfaction of employees.

The importance of studying the culture of the organization due to the assumption that the organization consists of a group of people who work together requires an organizational culture that can be used as a benchmark behavior that has been agreed on in the organization. Organizational culture is the mirror of the organization that distinguishes it from other organizations.Organizational culture is the values, norms or regulations that serve as role models behave in the organization. Every organization has a certain culture that is believed to accelerate the achievement of the objectives of the organization. Robbins also stated organizational culture as the dominant values that are supported by the organization, the philosophy that guides the discretion of the organization employees and customers, how work is done in that place, assumptions and basic beliefs that are in between the members of the organization. The culture of the organization which will either strengthen the values of behavior in the work, while organizational culture is weak just give a bit of direction and allow all forms of action that can not happen. Organizational culture has an influence that is very mean on the behavior of the members of the organization as an individual in any group, as one of the organization as a whole.

Based on the description above, the organizational culture refers to the essential understanding that embraced all members of the organization, such as values, norms, attitudes and beliefs. Norms or values is what will give an answer as to whether an action is right or wrong and whether a behavior is recommended or not so that it serves as a foundation to behave. For it, the culture of the organization has a very important function for the life of an organization. Based on the results of the study and the analysis of the above, then what is meant by organizational culture in this study is a guideline that is adopted by the organization include values, norms, principles and rules that apply in your organization to determine how the members of the organization act, which is obtained from the results of the assessment in the form of score after the given measurement which is defined by the indicators: (1) individual initiative, (2) tolerance (3) action at the risk and conflict, (4) guiding the subordinates, (5) conduct surveillance, (6) establish cooperation, (7) gives the award, and (8) ask for guidance and support from superiors.

Leadership Style (*Leadership Stytle***)**

According to Weihrich and Koontz (2005) stated bahwakepemimpinan is an art or process of influencing people so that they will be happy to try and enthusiastic to achieve group goals. Meanwhile Kreitner and Kinicki (2003) stated that leaders must do social influence where to look for partipasipasi voluntarily from a subordinate in the prestressed to achieve the goals of the organization. Furthermore, the style can be interpreted as the attitudes, gestures, mannerisms, gestures, strength, the ability to do good. According to Rivai (2003:64) as follows : (1) the Style of Leadership is the overarching pattern of the actions of a leader as good-looking or not looking by his subordinates, (2) the Style of Leadership describes a combination that is consistent from the philosophy, skills, traits, and attitudes that underlie the behavior of a

person, (3) leadership Style indicates, directly or indirectly, about the conviction of a leader on the ability of his subordinates, (4) Leadership Style is the behavior and strategies, as a result of a combination of philosophy, skills, siftat, attitude, often applied to a leader when he tried to affect the performance of his subordinates, (5) the Style of leadership is the basis for classifying the type of leadership, (6) leadership Style that is most appropriate/appropriate is a style that can maximize with all situations. Meanwhile Matondang (2008:5) suggests the style of leadership is "a pattern of attitudes and behaviors that are displayed in the process of influencing others". He further expressed the power of leadership are manifold, among others, (1) telling, (2) consulting, (3) participating, and (4) delegating. Another opinion Thoha (2001:265) that the style of kepemimpan is the norm of behavior used by a person at the time such person mempengaruhiperilaku other people as he saw her. Henceforth, in this study defined dengangaya principal leadership is a pattern of behavior demonstrated by the head of the school in applying leadership to achieve organizational goals with indicators: (1) empower subordinates, (2) provide guidance, (3) caring for subordinates, (4) involves subordinates in the decision, (5) creating a conducive working atmosphere, and (6) pay attention to the career of subordinates.

II. METHODS

The method used in this research is survey method. The population in this research is the entire Junior high school teachers in the City of Samarinda, the sample in this study is 65 Junior high school teacher Was taken randomly as follows.

Table 1. Studi samples

No	School	A Lot Of Samples
1	SMPN 1 Samarinda	11
2	SMPN 2 Samarinda	11
3	SMPN 3 Samarinda	11
4	SMPN 5 Samarinda	11
5	SMPN 10 Samarinda	11
6	SMPN 22 Samarinda	10
	Number	65

Data were collected through kuosioner. Research questionnaire developed meliputibudaya organization 34 statement, the principal's leadership style 35 statement, manajemenkonflik 35 statements, and the performance of teachers 34 statement. After the test the research instrument that was conducted on 30 respondents of research beyond the study sample showed that the questionnaire and declared valid and reliable is the performance of teachers 30 statement, the principal's leadership style 30 statement, organizational culture 30 statement and conflict management 30 statement.

Data Analysis

Description Of The Data The Results Of The Research

Based on data from the results of research conducted on four variables, namely Organizational Culture (X1), the principal's Leadership Style (X2) and Conflict Management (X3) as the exogenous variables as well as teacher performance (Y) as endogenous variables, the data obtained as follows:

Table 2. Description Of The Data

Variabel	Mean	Std. Deviation	Minimun	Maksimum
Budaya Organanisasi	130,25	7,222	112	144
Gaya Kepemimpinan KS	125,17	9,181	103	146
Manajemen Konflik	124,85	10,583	100	146
Kinerja Guru	136,25	6,440	119	149

Furthermore, the data mentioned above need to be clarified whether the respondents in answering the questions in the questionnaire in the normal state or in earnest, or just answer due to other factors that are suspected data to be not as good as expected in the study. Based on the results of interviews with 30 respondents drawn randomly 5 people from the six schools the results obtained clarification to the answers in the questionnaire obtained the results as presented in the following table.

Table 3. The results of Interviews with Respondents

Variable	Respondents answered solemnly	Percentage
Work Motivation	26	86,67%
Work Discipline	27	90,00%
Interpersonal Communication	28	93,33%
Teacher Performance	26	86,67%

Based on the results of the interviews it can be concluded that the data of work motivation, work discipline, work, communication and the performance of teachers is the data relatively well obtained because the respondents answered with the state of the respondents, and the percentage of the rest can not be revealed in this research, because the respondents did not answer.

Examination Of Assumptions

Normality Test

Based on the variables in the study, then that needs to be tested normality of the data is the endogenous variables of the structure of the model line, namely the variable Conflict Management and variable Performance of Teachers. In peneliitian this normality test used is the Kolmogorov-Smirnov Test. The results of the normality test on the variable Conflict Management and Performance Gurudisajikan in the following table.

Table 4. Table Normality Of The Data

Variabel	p-value	p dan $\alpha = 0,005$	Hasil Uji Asumsi
Manajemen Konflik (X_3)	0,663	0,663 > 0,005	Normal
Kinerja Guru (Y)	0,201	0,201 > 0,005	Normal

Linearity Test

This test is used to determine whether a linear regression model is appropriate. To test kelinieran can be done by using the test for linearity , with the linearity obtained the value of sig< α (0.05), it was concluded that the relationship between two variables is linear. Data linearity of the relationship between the variables presented in the table below.

Table 5. Table Kelinearan Data

Relationship Variables	Equation	Velue F	Velue sig	Kelinearan
X_3 to X_1	$X_3 = 13,98 + 0,85\,X_1$	32,08	0,000	Linear
X_3 to X_2	$X_3 = 17,66 + 0,86\,X_2$	77,46	0,000	Linear
Y to X_1	$Y = 57,46 + 0,61\,X_1$	53,69	0,000	Linear
Y to X_2	$Y = 79,72 + 0,45\,X_2$	44,56	0,000	Linear
Y to X_3	$Y = 80,73 + 0,45\,X_3$	72,19	0,000	Linear

Test The Research Hypothesis

Correlation Test

Based on the calculation of the correlation between the research variables are presented in the following table.

Table 6. The Table Of Correlation Between Variables

Research Variables	X_1	X_2	X_3	Y

X_1	1,000	0,425	0,581	0,678
X_2	0,425	1,000	0,743	0,644
X_3	0,581	0,743	1,000	0,731
Y	0,678	0,644	0,731	1,000

Furthermore, based on statistical calculations, the obtained path coefficient as follows.

a. The influence of Organizational Culture on Conflict Management

The hypothesis that organizational culture directly influence the management of the conflict.

Based on the results of the calculations show large coefficient track $\rho31 = 0,323$, and it turned out great path coefficient obtained is more than 0.05 so that the path coefficient tersebutsangat means. This shows that Organizational Culture has direct effect on Conflict Management. Furthermore, after tested using t-Test obtained t value = 3,827 with a significance value of 0.000 which means very significant. Thus it can be stated that Organizational Culture has a direct effect and significant impact on Conflict Management.

b. The influence of principal Leadership Styles on Conflict Management

The hypothesis that the principal's leadership style has a direct effect on conflict management.

Based on the results of the calculations show large coefficient track $\rho32 = 0,605$, and it turned out great the coefficient of jalr obtained more than 0.05 so that the path coefficient tersebutsangat means. This shows that the Leadership of the Head of the School directly influence the Management of the Conflict. Furthermore, after tested using t-Test obtained t value = 7,157 with a significance value of 0.000 which means very significant. Thus it can be stated that the principal's Leadership Style has a direct effect and significant impact on Conflict Management.

c. The influence of Organizational Culture on Teacher Performance.

The hypothesis that the organizational culture has a direct effect on the performance of teachers.

Based on the results of the calculations show large coefficient track $\rho y1 = 0,385$, and it turned out great the coefficient of jalr obtained more than 0.05 so that the path coefficient tersebutsangat means. This shows that Organizational Culture has a direct effect on the Performance of Teachers. Furthermore, after tested using t-Test obtained t value = 4,169 with a significance value of 0.000 which means very significant. Thus it can be stated that Organizational Culture has a direct effect and significant impact on Teacher Performance.

d. The influence of Management on the Performance of Teachers.

The hypothesis that the principal's leadership style has a direct effect on the performance of teachers.

Based on the results of the calculations show large coefficient track $\rho y2 = 0,230$, and it turned out great path coefficient obtained is more than 0.05 so that the path coefficient tersebutsangat means. This shows that Organizational Culture has a direct effect on the Performance of Teachers. Furthermore, after tested using t-Test obtained t value = 2,050 with a significance value of 0.000 which means very significant. Thus it can be stated that the principal's Leadership Style has a direct effect and significant impact on Teacher Performance.

e. The influence of Conflict Management on the Performance of Teachers.

The hypothesis that states manajmen directly influence the performance of teachers.

Based on the results of the calculations show large coefficient track $\rho y3 = 0,336$, and it turned out great the coefficient of jalr obtained more than 0.05 so that the path coefficient tersebutsangat means. This shows that Organizational Culture has a direct effect on the Performance of Teachers. Furthermore, after tested using t-Test obtained t value = 2,692 with a significance value of 0.000 which means very significant. Thus it can be stated that the Conflict Management have direct and significant impact on Teacher Performance.

As for the summary of path coefficients are presented in the following table.

Table 7. Table Of Path Coefficient

The relationship between variables	Path coefficient	t hitung	sig	Conclusion
X_1 to X_3	$\rho31 = 0,323$	3,827	0.000	Significant
X_2 to X_3	$\rho32 = 0,605$	7,157	0,000	Significant
X_1 to Y	$\rho y1 = 0,385$	4,169	0,000	Significant
X_2 to Y	$\rho y2 = 0,230$	2,050	0,000	Significant

X_3 toY	$\rho_{y3} = 0,336$	2,692	0,000	Significant

Based on the correlation coefficient and path coefficient obtained from the description of the research data, it can be illustrated in the model diagram of the lines presented in the following figure.
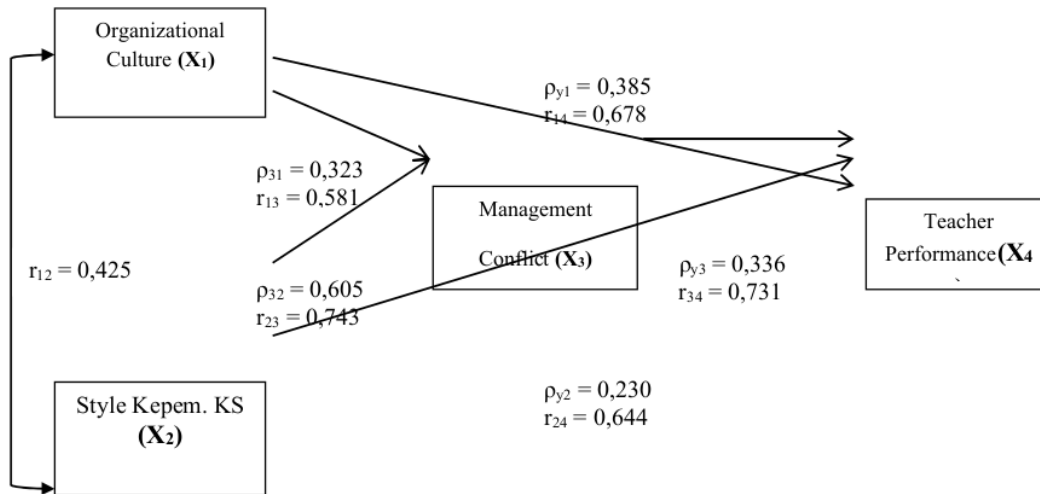

Fig 1. The Results Of The Model Diagram Line Of Research Results

Furthermore, the influence of direct and indirect organizational culture and leadership of the head of the school against manajmen conflict is as follows.

Table 8. The influence of direct and indirect

Variabel	Pengaruh		Total
	Langsung thd X_3	Tidak langsung	
Budaya Organisasi (X_1)	0,1043	0,0823	0,1866
Gaya Kepemimpinan (X_2)	0,3660	0,0823	0,4483
Total			0,6369

The influence of direct and indirect cultural orgnisasi, the principal's leadership style and conflict management on the performance of teachers is as follows.

Table 9. The influence of direct and indirect advanced

Variable	Influence		Total
	Direct X_3	Indirect	
Organizational Culture (X_1)	0,1482	0,1085	0,2567
Leadership styles KS (X_2)	0,0529	0,2033	0,2562
Conflict Management (X_3)	0,1129	-	0,1129

Based on the analysis of data using Path Analysis, the obtained results of the research as follows.

1. Based on the results of the calculations obtained koefien the path of py1= 0,385 , by using t-test, it turns out that t = 4,169 and sig = 0.000 which shows that the influence of Organizational Culture (X1) on Teacher Performance (Y) is significant. Thus it can be stated that organizational culture plays a role in efforts to improve teacher performance.

2. Based on the results of the calculations obtained koefien the path of py2 = 0,230 , by using t-test, it turns out that t = 2,050 and sig = 0.000, which indicates that the influence of the principal's Leadership Style (X2)

on the Performance of Teachers (Y) is significant. Thus it can be stated that the principal's Leadership Style plays a role in efforts to improve teacher performance.

3. Based on the results of the calculations obtained koefien the path of py3 = 0,336 , by using t-test, it turns out that t = 2,692 and sig= 0.000, which indicates that the influence of Conflict Management (X3) on Teacher Performance (Y) is significant. Thus it can be stated that the Management of Conflicts play a role in improving the performance of teachers.

4. Based on the sequence of the path coefficient is obtained from statistics, obtained py3 = 0,385 >py2 = 0,336 >py1= 0,230 which means that the most dominant mempengruhi teacher performance are the factors of organizational culture that followed the second order is a factor of conflict management, and that factor is the smallest leadership style of the principal.

III. DISCUSSION

Great path coefficient of organizational culture on the performance of teachers by py1 = 0,385. Great direct influence of organization culture on the performance of teachers by 0,1482. It is thus in accordance with the opinion Schein (2004) organizational culture is a pattern of a set of basic assumptions that are used by its members in resolving the problems of adaptation to the internal and external, that work well and be considered valid. Organizational culture is a system of a set of values, beliefs and understandings held by organization members which became the social glue to bind the members together through the values, symbols, and ideals espoused and reliable in order to control a group of people in an organization, and undertake interaction with each other. Organizational culture has a strong character and with regard to the performance of the organization so that the head of the school will be attempting to influence any of its members involved in the activity with the provision of the best services for increased productivity and organizational performance. Increase the performance of the organization will foster the ability of each member of the organization for the face of competition, especially in the maintain the satisfaction of its customers. With other words, organizations that have a strong culture will appreciate our customers and continue to strive to create a variety of changes that are oriented to serve the needs of their students.

Large coefficient of the path of the principal's leadership style on the performance of teachers by py2 = 0,230. Great direct influence of work discipline on the performance of teachers by 0,0529.It is thus supported by the research Sudharto (2012), with the research of the Influence of the Pattern Kepemimipnan the Head of School and Working Atmosphere on the Performance of Teachers, which concluded that there is a significant influence patterns of principal leadership on teacher performance. Leadership style is the manner and the behavior of a boss who can create the spirit of danpertisipasi members/subordinates in a business activity, so that organizational goals can be achieved in accordance with the rancaya that has been set. If the leadership style of a leader is good, then it will happen a communication link that is familiar and mutual understanding between superiors and subordinates, so that the the whole subordinate will do his job with a really earnest and full of responsibility. That apapunkebijakan instructed by the supervisor or the management will be carried out by subordinates with full responsibility. This will bring improved performance of the organization. It is thus supported by the research Sudharto (2012), with the research of the Influence of the Pattern of the Leadership of the Head of School and Working Atmosphere on the Performance of Teachers, which concluded that there is a significant influence patterns of principal leadership on teacher performance. Great path coefficient conflict management on the performance of teachers by py3 = 0,336. Great direct influence of work discipline on the performance of teachers by 0,1129. Research Sari, R.P (2015), concluded that the conflict negatively affect the performance of employees, meaning that the higher the level of conflict will be at a negative impact on performance. Work conflicts often occur in the organization. If there are members of the organization often happened emotional instability or often emotional, it will make the members of the other organization to be uncomfortable. If there are members of the organization of mutual emotional or angry with the other, then the performance and productivity will decrease. The hostilities that arise from tig prolonged it will affect to the vision and mission of the organizations in this case the institution of the school. So that the necessary management of the

conflict that the work atmosphere becomes conducive, family members look after each other, soon be able to quickly solve conflicts in the organization. If members of the organization of everything conducive, then there will be an atmosphere of safety and security, the purpose of an organization that has been set quickly achieved. It is thus in accordance with the opinion of the Dervis (2013) who stated that the management of this conflict can be in the form of how to avoid the same conflict that does not recur in the future and how to cope with conflict the same if at any time happen again.

IV. CONCLUSION

Based on the analysis of the results of the research can be delivered to the following conclusion.

1. Organizational culture has a direct effect on the Performance of Teachers amounted to 14,22% with path coefficient 0,385. So the Culture of the organization has a direct effect on the Performance of Teachers. In other words the stronger the Organizational Culture, the higher the Performance of Teachers.

2. The principal's Leadership style has a direct effect on the Performance of Teachers by 5.25% with a path coefficient 0,230. So the Style of interview techniques the principal direct effect on the Performance of Teachers. In other words, the better the Leadership Style of the principal, then it will improve the performance of teachers.

3. Conflict management has a direct effect on the Performance of Teachers by 11,29% with path coefficient 0,336. So Conflict Management berpengarh directly on the Performance of Teachers. In other words the better in Conflict Management will improve the performance of teachers.

Implications

1. Implications for Organizational Culture

Need to enhance the excellent service to students and parents of students, which means that members of the organization of the school which includes the principal, teachers, and educators to revive the culture of the school is good and conducive for the achievement of the goals of the school.

2. Implications for Leadership Style of the Head of School

Need to optimize the function of leadership in which the leadership style of the head of school to create a better coordination and comfortable with peers, with teachers and education personnel to realize a shared commitment in achieving the goals of the school.

3. Implications for Conflict Management

In the school environment needs to be accustomed to minimize conflicts with how to turn on a comfortable working atmosphere, conducive, mutual respect, mutual cooperation, mutual mutual cooperation, mutual help, not mutual envy and jealousy, good communication between the members, turn on the culture of deliberation and consensus so that all members of the organization of the school can work well for the sake of realizing the goals of the school.

V. SUGGESTION

1. The head of School must provide a role model to the members of the school in the form of civilizing the organization of the school which includes loyalty to the institution, involvement in school activities, orderly to obey the rules of the school, and optimize the functionality and Style of Leadership which can protect the interests of the institution, members of the school and the community.

2. So there is a conducive environment in the school, need to be given the facilities that support the smooth communication between fellow teachers, teachers with the principal and the leadership of the other schools, teachers and employees and admisistrasi, and teachers with the school committee. Should be an activity that is silaturrohim and cultivate deliberation in order to create an atmosphere that minimize the conflicts between the members of the school so as to materialize the gym a quiet and comfortable working.

3. The head of School must provide a culture to give a reward or award to teachers who successfully achieve the performance of good, staffs hard work and achievement, and students raised the name of the school with the aim to motivate the members of the school to the spirit in the work and achievement in a healthy manner.

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