FORMING TEACHER COMMITMENTS IN THE STATE ISLAMIC JUNIOR HIGH SCHOOL (MTs) OF MEDAN CITY
(Study of the Effects of Leadership, Work Team and Decision Making on Work Commitments of The teachers of State Islamic Junior High School (MTs) of Medan City)

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Abstract. *This study aims to determine: (1) The effect of leadership on the work commitments of teachers of State Islamic Junior High School of Medan City, (2) The influence of work teams on the work commitments of Teachers of State Islamic Junior High School of Medan City, (3) The effect of decision making on the work commitments of Teachers of State Islamic Junior High School of Medan City. The research method is path analysis which aims to obtain the influence of exogenous variables on endogenous variables of research. The subjects of the study were Teachers of State Islamic Junior High School of Medan City. With a total sample of 155 people. Sampling was carried out using proportional random sampling techniques. The path analysis research method aims to test the theory and obtain information about the research. Based on hypothesis testing it can be concluded: (1) there is an influence of leadership on teacher work commitments (2) there is an influence of work teams on teacher work commitments (3) there is an influence of decision making on teacher work commitments. These three variables have an impact on the formation of teacher work commitments of 48.5%. Efforts to establish teacher work commitments are determinants in educational institutions. Teachers who have a strong commitment to work and the institution will make it work more professionally and without pressure. For this reason, systematic and sustainable efforts are needed to form teacher work commitments.*

Keywords: Leadership, Team Work, Decision making, Teachers' Work Commitment

INTRODUCTION

The low commitment of teachers influences efforts to develop the quality of education. For this reason, real effort is needed in achieving Master's commitment. According to Colquitt, LePine and Wesson, that commitment is influenced by culture and organizational structure, leadership style and behavior, leadership influence, team processes and characteristics, cultural and personal values, abilities, job satisfaction, stress, motivation, ethics, and decision making.

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The success in achieving organizational goals effectively and efficiently through leadership certainly cannot be separated from how the leadership style is applied in the organization. According to Yukl leadership is related to the deliberate process of someone to emphasize their strong influence on others to guide, structure, facilitate activities and relationships within groups or organizations. In addition, Yulk also suggested to see how someone emphasizes their influence, then there are 3 dimensions that must be considered namely: (1) leadership as an influence (leadership as influence); (2) leadership and values (leadership and values); (3) leadership and vision (leadership and vision). This is similar to Koontz who said leadership is as an influence, art or process of influencing people so that they want to work hard voluntarily and enthusiastically towards the achievement of group goals.

Furthermore, the results of research conducted by Madali found that decision making has a direct effect on organizational commitment. This means that improved decision making will result in increased organizational commitment. The implication is that organizational commitment can be improved by improving decision making, the efforts that need to be made are: determine the problem to be taken, make sure the problem has been identified, prepare a solution, solve the problem immediately, and make the best decision among the best.

In addition to decision making, work team is one aspect that has an impact on the work commitment of the teacher. teamwork is a set of values, attitudes and behaviors in a team. So it does not always consist of a group of people with the same style, attitude or way of working. Differences between teams are precisely the potential that will make a team creative and innovative. To achieve good teamwork, positive attitudes among team members need to be developed. Among others, the habit of listening to each other so that good communication is created, providing support to team members in need, and appreciation of the contributions and achievements obtained from each team member. A team work will be a smooth determinant of whether or not the organization's journey.

Allen team workers or work teams are people who are sporty, sensitive, and happy to get along, and are able to recognize the flow of emotions that are hidden in the team very clearly. Team work generates positive synergy through coordinated effort.

Their individual efforts produce a level of performance that is higher than the number of individual inputs. The extensive use of teams produces the potential for an organization to produce many greater results without increasing input. Team performance will be superior to individual performance if the task to be performed requires multiple skills. Then the results of Saragih's research found that there was a direct and significant influence between the work teams on the Organizational Commitment of Teachers at the Vocational School of Medan that opened a Tourism expertise group. This means that the more conducive the work team, the better the Commitment of the Vocational Teachers' Organization in the city of Medan which opens a Tourism expertise group.

The above description explains various factors that are considered to influence work commitment, both based on theoretical description and empirical facts, so in order to develop theoretical models and overcome the problem of work commitment Teachers need to do research on the influence of the Work Team and decision making on the work commitment of MTs Teachers Medan City State.

LITERATURE REVIEW

Teachers' Commitment

Someone who has high responsibility for his work can be indicated to have high organizational commitment so that in order to achieve the stated organizational goals, then a worker will be required to have high work commitment which is a form of his responsibility towards work.

Feldman stated that commitment is one's tendency to involve oneself in what is done with the belief that the activities carried out are important and meaningful. Commitment exists when humans have the opportunity to determine what will be done[1]. Robbins argues, that commitment is more up-to-date plans that affect future responsibilities with a long timeframe for planning managers' needs [2]. The efforts made are very diverse, but the main focus of great concern is individual commitment because it is considered as a determinant to improve performance, effectively reducing the level of delay, and preventing leaving responsibility.

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[1] R. S Feldman. (1996). *Understanding Psychology*. New York: Mc Graw Hill, Inc. hlm 394
[2] Stephen P. Robbins. (2000). *Managing Today*. New Jersey: Prentice Hall. hlm 138-139

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Nawawi that an effective organization will only exist if the organization cannot be effective without the support of individuals who have high loyalty, are committed to carrying out tasks, are willing to stay in joy and sorrow and believe in how valuable an organization is. Everyone naturally has a commitment[3]. The problem is that everyone's commitment will never be the same. There are people whose commitment to the task is low and there are also people whose commitment levels are high. This is determined by the different levels of development and mental processes naturally. Israel states that commitment to one's duties can increase or decrease to their duties greatly influenced by attitude[4].

Glasser in Hoy and Miskel (1988: 132) says that people who are committed to high tasks usually show loyalty and professional abilities. High loyalty to superiors or institutions usually by showing 1) compliance, 2) respect 3) loyalty, and 4) high self-discipline. Goleman states that the characteristics of a person who has commitment are 1) having the initiative to overcome problems that arise, both directly to himself or his group, 2) nuanced emotions, namely making individual and organizational goals become one and the same or feeling strong attachment , 3) is willing to make the necessary sacrifices, for example to be a "patriot", 4) has a strategic vision that is not selfish, 5) works seriously even without direct compensation, 6) feels like an owner or views himself as an owner so each task is completed as quickly and as well as possible, 7) has a clear mission statement for the description of the stages to be achieved, and 8) has self-awareness with a clear feeling that work is not a burden[5]. Commitment to the task is inseparable from responsibility. People who commit, means doing, carrying out tasks, doing it seriously, and full of responsibility. Commitment to the task shows a willingness to be actively involved in a task with full responsibility. Therefore, a leader who is committed to the task will show his responsibilities.

Leadership

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[3] Hadari Nawawi. (2006). *Kepemimpinan Yang Efektif.* Yogyakarta: Gadjah Mada University Press. hlm 37

[4] A. Israel. (1990). *Pengembangan Kelembagaan Pengalaman Proyek-Proyek Bank Dunia*. Jakarta: LP3ES. hlm 32.

[5] D. Goleman (1998). *Working with Emotional Intelegence.* (London: Bloomsburg Publishing Pls. hlm 193

Mulyasa stated that there are three main approaches in leadership style, namely: the nature approach, the behavioral approach, and the situational approach. [6] These three approaches become alternatives that can be chosen by a leader in his leadership. This can be understood from various theories and research results which show that the failure or success of an organization is largely determined by the leader.

Some of the characteristics of effective leadership put forward by Karin include: 1) passion, namely a high level of effort in achievement, 2) the desire to lead, namely the desire to influence and lead others and the willingness to assume responsibility, 3) honesty and integrity, namely building relationships with each element of the organization by promoting transparency and ethics, 4) self-confidence, a figure believed by followers and can convince followers of the truth of their goals and decisions, 5) possess intelligence, that is, able to gather information, analyze and interpret data and pour it into the creation of a vision, overcoming problems, and 6) work-related knowledge, namely a leader must have good knowledge about the organization he leads[7]. Based on the characteristics of effective leadership, it can be understood that leadership is not about intelligence and skills in leading alone, but leadership must also uphold the values of truth, honesty, integrity, credibility, wisdom, compassion, which shape one's own morals and morals, which is the embodiment of the values of spirituality.

Team Work

A team is a unit consisting of two or more people who interact and coordinate their work for a particular purpose. This definition has three components. First, it takes two or more people. Second, people on a team have regular interactions. Third, people on a team have the same performance goals. According to the Team are groups with complementary skills and committed to achieving common goals effectively and efficiently.

Team work can be interpreted as a group where the individual seeks to produce greater performance than the number of individual inputs. In other words, teamwork is working in groups where each group member has different skills to achieve common

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[6] E. Mulyasa. 2003. *Manajemen Berbasis Sekolah*. Bandung; Remaja Rosdakarya. hlm.69.
[7] Karin Klenke (2002), "Cinderella Stories of Women Leaders: Connecting Leadership Contexts and Competencies," *Jurnal of Leadership and Organization Studies* 9, (2), 18-28.

goals. While the work team is a group where each individual seeks to produce greater performance than the number of individual outputs. Teamwork focuses on working in groups. Team work focuses on groups that produce performance. This research will focus on work teams, Colquitt, LePine, and Wesson argue about work teams, work teams are desiged to be relatively permanent. Their purpose is to produce goods or provide services, and they generally require a full time commitment from their members[8]. The work team is designed to be relatively fixed, the goals of the work team produce high performance and generally require high commitment from their members.

METHODOLOGY

This research was conducted at Medan City MTs. This research is a quantitative research with ex post facto research design. The research method used was a survey method and to analyze one variable with another variable used path analysis (path análisis). Path analysis requires the requirement of a significant form of linear regression between variables. In this study the population was all MTs teachers in Medan with a sample of 155 people.

FINDINGS AND DISCUSSION

RESULTS

The path coefficient can be analyzed directly from the results of SPSS data processing, namely beta values on standardized coefficients in Table 1 below:

Table 1 Path Analysis Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,761	11,376		1,737	,084
	Kepemimpinan	,286	,083	,259	3,440	,001
	Tim Kerja	,298	,090	,246	3,321	,001
	Pengambilan Keputusan	,180	,076	,183	2,373	,019

Dependent Variable: Work Commitment

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[8] Jason A. Colquitt, Jeffery A. Lepine, and Michael J. Wesson, (2015) *Organizational Behavior: Improving Performance and Commitment in the Workplace*, 4th ed. New York: McGraw-Hill. hlm 375

In accordance with the theoretical model developed in this study, the research results can be described as follows:

a. **Effect of Leadership on Work Commitment**

From the calculation of the coefficient between the path obtained ꞏ41 = 0.259 and the price of t_calculate = 3.440. For N = 155 at a significance level of 5%, a table = 1.654 was obtained. The results of calculations produce tcount> t table (3,440> 1,654). Thus Ho is rejected and Ha is accepted, so it can be concluded that leadership influences work commitment.

b. **Influence of Work Team on Work Commitment**

From the calculation of the coefficient between the path obtained ꞏ42 = 0.246 and the price of t_calculate = 3.321. For N = 155 at a significance level of 5%, a table = 1.654 was obtained. The results of calculations produce tcount> t table (3.321> 1.654). Thus Ho is rejected and Ha is accepted, so it can be concluded that the work team influences work commitment.

c. **Effect of decision making on Work commitment**

From the calculation of the coefficient between the path obtained ꞏ43 = 0.183 and the price of t_count = 2.3373. For N = 155 at a significance level of 5%, a table = 1.654 was obtained. The results of calculations produce tcount> ttable (2.337> 1.654). Thus Ho is rejected and Ha is accepted, so it can be concluded that decision making affects work commitment.

Furthermore, the suitability of the path model is calculated as in table 2 below:

Table 2 Path coefficients

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,485[a]	,235	,220	12,449

Predictors: (Constant), Decision making, Team work , Leadership

The Adjusted R.Square termination coefficient is shown by the Multiple R values in Table 2 above which are:

R4 (123) = √ (Adjusted R.Square) = √ (0.220 = 0.485 = 48.5%)

Thus, leadership, team work and decision making directly determine changes in teacher work commitments of 48.5%.

Discussion

Effect of Leadership on Work Commitment

The results of the research in the first hypothesis test namely leadership showed a positive and significant effect on teacher work commitments with a magnitude of 0.259. This finding implies that teacher work commitments can be formed through strong leadership values in organizations, especially educational organizations. Principals as leaders of educational institutions have the duty and responsibility to bring and manage all the resources they have to achieve educational goals.

Sagala outlines leadership is an important dynamic force that motivates and coordinates the organization in order to achieve goals through a process to influence others, both within the organization, and outside the organization to achieve the goals desired in a particular situation and condition. An effective leader is a leader whose members can feel that their needs are met, both the needs of work, motivation, recreation, health, clothing, food, shelter, and other needs that they deserve. In short, all the members' abilities in the organization are fulfilled well.

Saleh and Amirin in Daryanto classify the functions of the principal in detail as follows: "(1) the formulator of the objectives and the formers of school policies; (2) regulating work procedures (organizing) schools, including, a) regulating the division of tasks and authority; b) arranging implementing officers, and c) organizing activities (coordinating); (3) supervising the activities of school principals, including, a) supervising the smooth running of activities, b) directing the implementation of activities, c) evaluating (assessing) the implementation of activities, and d) guiding and increasing the ability to carry out tasks ". Principal behavior must be able to encourage the performance of teachers by showing a sense of friendliness, close and full consideration of the teachers, as individuals and as groups.

Influence of Work Team on Work Commitment

The results of the second hypothesis test that the work team showed a positive and significant effect on teacher work commitment with a magnitude of 0.246. This finding provides the impact that teacher work commitments can be formed through systematically organized work teams. In an organization, the existence of a structural or functional team is a way to increase productivity, effectively utilize resources, save costs, improve quality and so on.

Solid teamwork will facilitate management in delegating organizational tasks. However, to form a solid team of teachers requires high commitment. According to William there are several characteristics of teamwork, namely a) interdependence; b) in facing challenges; c) togetherness; d) mutual trust; e) details or division of tasks clearly; f) skilled at solving problems; g) openness; h) understanding differences; and i) recognition[9]. Teacher teamwork in schools can be a strength to improve teacher performance if the teamwork can be managed well. The power of teamwork can be used by teachers to meet their needs, where they develop potential and actualize. Team work can also be used as a study room, workspace and playground or to joke and so on. But if teamwork is not well managed by its members, of course it can be a weakness and even a source of disaster for the effectiveness of teacher performance.

Effect of Decision Making on Teacher Work Commitment

Furthermore, the third finding, namely decision making, shows a positive and significant influence on teacher work commitments with a magnitude of 0.183. This finding shows how decision-making systems and systems can have a positive impact on efforts to establish teacher work commitments. In decision making efforts, it will be more effective if it is able to involve all components of the organization. Psychologically, the presence of a person in a decision making process, even if only silence can affect the decisions taken, and often unconsciously change his attitude towards more positive.

Arroba in Kuntadi stated the factors that influence the individual in the decision making process he would do, among others: 1) Information that is known about the problem at hand. 2) Level of education education. 3) Personality. 4) Coping, in this case can be in the form of life experiences related to the problem (adaptation process). 5)

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[9] Patt Williams. (2008). *The Magic of Team Work*. Penerjemah: JJ. Waskito Trisnoadi. Jakarta: Penerbit Grassindo.

Culture[10]. According to Millet in Hasan the factors that influence in decision making are as follows: 1) Men and women; Men are generally more assertive or courageous and quick to take decisions and women in general are relatively slower and often doubtful. 2) The role of decision makers; The role of the person making the decision needs to be considered, including the ability to gather information, the ability to analyze and interpret, the ability to use a broad enough concept of physical human behavior to predict future developments better. 3) Limited ability; It needs to be based on limited ability to make decisions that can be institutional or personal in nature[11].

Decision making is a primary responsibility of all administrators. Decision making is the process by which decisions are made and implemented. Until a decision is changed into an activity, it is only a good goal. The process starts with a decision and does not end until the decision is implemented. Changes in schools will occur if all members of the school including teachers have a sense of ownership and that sense of ownership comes from the opportunity to participate in formulating change and flexibility to adapt to the individual needs of the school. The greater the level of participation of teachers and other school members, the greater the responsibility and dedication to the school.

CONCLUSION

Based on the results of data analysis, findings and discussion of research that has been described, the research results can be concluded that:

1. Leadership has a direct positive effect on the work commitment of Teachers of State Islamic Junior High School of Medan City, meaning that the better the work team, the better the work commitment of Teachers of State Islamic Junior High School of Medan City.

2. The work team has a direct positive effect on the work commitment of Teachers of State Islamic Junior High School of Medan City, meaning that the

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[10] Kuntadi (2004). Metode Pengambilan Keputusan Pada Organisasi. Bandung: Universitas Padjajaran. hlm 14

[11] M. Iqbal Hasan. (2002). *Pokok Materi Pengambilan Keputusan.* Jakarta: Ghalila Indonesia. hlm 16

better the work team, the better the work commitment of Teachers of State Islamic Junior High School of Medan City.

3. Decision making has a direct positive effect on the work commitment of Teachers of State Islamic Junior High School of Medan City, meaning that the better the decision making, the better and the work commitment of Teachers of State Islamic Junior High School of Medan City.

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