

Determinant Factors of the Performance of Study Program, Teacher Training and Education Faculty (*Fakultas Keguruan Dan Ilmu Pendidikan-FKIP*) on Private Universities in Medan City, Indonesia

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Abstract: *This study aims to determine the effect of leadership style, work climate and work motivation on the performance of the head of the study program. This study used survey method with causal techniques, with a population of head of study program in the Faculty of Teacher Training and Education in the city of Medan as many as 55 people. Samples were taken on the whole population. Path analysis technique was used on analyzing the data. The research proves that the style of leadership, work climate and work motivation to contribute to the performance of the head of the study program.*

Keywords: *performance, leadership style, working climate, work motivation.*

1. INTRODUCTION

Improving the quality of education is a shared responsibility between government, families and society. University as one of the educational institutions becomes the foundation of the community in order to improve the quality of human resources. Public demand for higher education is not only limited ability to produce high quality graduates as measured by academic per se, but by proving that good accountability. In general, the desired demands of society to higher education include quality assurance, quality control, and quality improvement.

Improving the quality of higher education including academic service quality and the quality of teaching is an effort that must be done continuously so that services to students as customer's institution of higher education can be provided optimally. Attention to the quality of education that emphasizes the satisfaction of students to college is in order to attract prospective students, serve and maintain their presence on campus.

The current performance of several universities in Indonesia has not been so encouraging as societal expectations. It is caused by many factors, among which are related to the issue of leadership, work climate and work motivation of the academic community, including the performance of the head of the courses in the college environment.

Several studies on the performance described as follows. According to Schermerhorn et al. (2003), imposes limits that the performance is the quantity and quality of work produced or services provided by the unit as a whole. James AF Stoner (1996), said that the performance is a performance that can be demonstrated by an employee or an employee who is the result of work that can be achieved during a certain period of time in doing the work assigned to him, based on skills, experience, and determination based on the standard and size of the assessment which has been set. Meanwhile, according to Gibson and Donnelly (2009), the performance is the result of behavioral, cognitive, and psychological. Furthermore, Armstrong and Baron (1998), suggests that the performance is influenced by four factors were dominant, namely (1) the factors of leadership, which include quality, guidance and motivation, (2) personal factors which include motivation and commitment, skills and competences, (3) factor system that includes working facilities and a system of work, (4) situational factors that include the atmosphere of the working environment, internal and external elements. In this study the performance of limited significance as a behavior in accordance with the theory put forward by Colquitt (2009), the behavior of individuals based on a certain value in contributing to the achievement of organizational goals.

In addition to performance, leadership is a factor that can determine the success of an organization. According to Richard L. Daft (2005), leadership is influence relationship among leaders and followers who intend real changes and outcomes that reflect Reviews their shared purposes. Furthermore Newstrom (2007) states that leadership affects the quality of work life, and subsequently the quality of working life affect performance, job satisfaction, and employee growth. In any organization is crucial leadership role reciprocation of an organization. This is in line with the opinion of Gibson et al. (2003) which says that the leader is an agent of change; a person whose actions can affect others, even beyond the effects of the actions of others. The leader must always seek to influence and motivate individuals to achieve several goals. As already noted Gibson that one indicator of the effective results of an organization heavily influenced by the requirements and characteristics of the leader, the leader's behavior and situational variations. Terms and leader traits can be seen from the ability, personality and motivation. This behavior can be seen from the task orientation, the orientation of the individual, creating a structure, advisory, transaction and transformation. While the situational variations can be seen from the needs of employees, task structure, the position of power, trust in leadership and readiness group. The effective leader will always be dealing with individuals, groups, and organizational objectives.

While Buhler (2001), states: to be effective, a leader overseeing self-managed teams cannot direct and control the team's effort. Instead, they must empower the team members so they can manage Reviews their own jobs. To be an effective leader, the leader must be able to support group work, encourage sustainable development, empowering members of the group, instilling confidence that the group members can complete a given job, developed a group identity, manage the conflict directly, and create change. Thus, the efforts of a leader effectively support group work toward a common goal. Stephen P Robbins (2008), suggests that leadership is a person attempts to affect people or other people that they have the will to do any work in order to achieve the goals of their organization or group. While Mullins (2005), states that there are many variables that influence the effectiveness of leadership in an organization, namely the characteristics of a leader, the kind of power the leader, the characteristics of subordinates, the relationship between the leader and the group, the type and nature of the organization, the type of task that can be accomplished, technology, structure organization and management system, the type of problem and the nature of the decision of the leader, the nature and effect of the external environment, the social structure and culture of the organization, as well as the influence of national culture.

From the opinion of several experts, as described previously, it can be synthesized that leadership style is the way the behavior of the leadership of the faculty (dean) is applied to influence, direct the activities of subordinates (chairman study program) to achieve the objectives of the study program that can be measured through indicators: employment outcomes, standards of work, responsibility, and respect subordinates.

Working climate is one of the important variables that can affect the success of an organization. Working climate is the atmosphere surrounding the organization concerned. In other words, the work climate is the atmosphere or the working atmosphere in an organization. According to Robbins (1991), organizational climate is a term that is used to load a series of behavioral variable that refers to values, beliefs, and principles that serve as a basis for an organization's management system. In further, Robbins explained that the organization has a minimum of five climate benefits. **First, the benefits to the organization.** In essence, organizational climate is a binder for employees. **Second, the benefits of the development of the organization.** With the organizational climate it is expected that both quantitatively and qualitatively organization can be developed. **Third, the benefits of the development of human resources.** With the organizational climate it is expected that human resources are not only required to obey and adhere to the values and norms that apply, but the foundation of these human values will be more developed and developed. **Fourth, the benefits to business development.** In this case that a significant relationship between organizational climate with levels of organizational performance. **Fifth, the benefit to the customer.** Customers or communities served is basically the most important business partners and important.

While A. Dale Timpe (1992) states that the organizational climate is the work environment of an organization. The working atmosphere is a series of nature working environment can be measured by the collective perception of the people who live and work in the environment that directly or indirectly affect the work motivation of those who are in the work environment. In addition, Schein

(2004), states that the organizational climate is an archetype that is found or developed by a particular group, such as studying countermeasures problems adapted from the outside as well as the integration from within, which has been running quite well, is legally recognized. Therefore, it should be considered by the new members as the correct way to recognize, think and feel in relation to these issues. Thus, organizational climate is a tool to solve the problem consistently in order to work well for a particular group or institution in dealing with issues of internal and external, so it can be taught to members of both new and old.

Thus the organizational climate serves as a means to unite the activities of members of the organization consisting of a group of individuals with a background different condition. More Robert C Mill (1992), suggests that organizational climate is the work environment or the working environment can be controlled or can be created as an employee motivation levels. This atmosphere can be created by creating a system of rewards and punishment by way of enforcing standards, rules or norms are strict, with maintaining communication between employees who can and are able to generate trust backing.

Working climate is not able to create job satisfaction and performance to employees tends to encourage them to run away from work and seek satisfaction from activities outside of work. Herzberg (2002) said that there are two factors that affect a person's work, namely intrinsic and extrinsic factors. Included in intrinsic factor is achievement, recognition, work, responsibility, and advancement. While included in the extrinsic factor is the interpersonal relationships between superiors and subordinates, engineering supervision, administrative policy, conditions of work, and personal life.

In addition to leadership and working climate, work motivation is one of the important variables to improve the performance of employees. Law and Globver (2000), said that the motivation is not dapat defined individually, but have various notions that explain the desire, passion, drive, and the movement of individuals. While Ivancevich (2007), states that motivation is the attitudes and values that influence a person to act goal-oriented. It means that motivation to pay attention to the behavior or more specifically goal-directed behavior. The main reason why worker behavior is different is that the goals and needs also vary. Various factors, such as social, cultural, hereditary, and work affect behavior. Therefore, to understand the motivation of having to learn the needs of employees is increasing. While Gibson et al. (2003), stating that the theories of motivation may be classified as the satisfaction theory or the theory of the process. Satisfaction theories focus on factors within individual intensified, directing, keep and stop the behavior of the estuary will produce a good performance. Stephen P Robbins and Mary Coulter (2005) stated that motivation is "Refers to the processes that account for an individual's willingness to exert height levels of effort to reach organizational goals. Conditioned by the Efforts ability to satisfy some individual need. Although, in general ". Further, he said "motivation Refers to the effort exerted toward any goal, we're referring to organizational goals Because our focus is on work-related behavior" Furthermore, Robbins and Coulter said that there are three key elements of the definition, namely (1) the organization's efforts, (2) organizational objectives, and (3) the organization's needs.

According to Greenberg (2008), motivation is a series of processes that move, manage and maintain human behavior toward the achievement of objectives. While Newstrom (2007), states that motivation (work motivation) is a series of inner and outer strength that causes the workers chose the path of action and led to certain behaviors. Actions and this behavior are certainly to be realized in the form of achievement in order to achieve organizational goals. This is in line with the opinion of Colquit (2009), which states that motivation as a power circuit energetically from within and outside of the workers, started a business working relationship, and determine the direction (what are you going to do right now?), Intensity (how hard are you going to work on it?) and persistence (how long are you going to work on it?).

Furthermore, it is explained that the modern man is not working solely out of fear, danger, directed, or merely want to get any reward. There are several reasons people work, the needs and demands of life, duties, and functions, encouragement of achievement, a sense of purpose, the atmosphere of a healthy working environment, and personal fulfillment.

Based on the background as stated above, this study aims to examine the influence of leadership style, work climate and work motivation on the performance of the head of the study program *FKIP* on Private Universities in Medan City.

2. METHOD OF RESEARCH

The method used was survey method with causal techniques. As for the presence or absence of data, path analysis was used on analyzing the effect of one variable to another variable.

This study was conducted in *FKIP* on private university in Medan City. The study population was all the heads of the study program in *FKIP* on private university in Medan City as many as 55 people. Samples were taken on the whole population.

This research studied the influence of one variable against another. There are four variables that were examined, namely (1) the leadership styles; (2) working environment, (3) motivation to work, and (4) the performance of the head of the study program. The instrument used in this study was a questionnaire. All instruments used for data collection were piloted on 30 heads of study programs *FKIP* on private university in Medan City that are outside the city of Medan and then calibrated to see the validity of any existing instrument.

Leadership style is the respondents' assessment of the way the behavior of the leadership of the faculty (dean) is applied to influence, direct the activities of subordinates to achieve the objectives of the study program is measured through questionnaires and filled by the chairman of the study program as respondents to the indicators: (a) the achievements of the work, (b) labor standards, (c) the responsibilities, and (d) respect.

Working climate is the respondents' assessment of the condition of the working environment or the working environment that supports employees in the performance of duties and work study programs are assessed through a questionnaire with indicators: (a) personal relationships, (b) reward and punishment, (c) facilities, (d) working conditions, and (e) policy.

Work motivation is chairman of the department of assessment of the motivation to carry out his duties in order to reach the work results in accordance with organizational objectives. Work motivation program chairman of the study was obtained through a questionnaire with indicators: (a) the encouragement to be responsible for the task, (b) the urge to overcome the problems in the work, and (c) the drive to achieve.

Performance is an assessment of respondents to working achievement of the head of the study program is the result of the work accomplished in carrying out a duty that is measured through indicators: (a) professional development, (b) lead the delivery of education, research, and community service, (c) setting students, and (d) the budget and resources.

Data analysis was performed through two stages, namely descriptive and inferential. Descriptive data analysis was conducted to analyze the data that has been collected in order to obtain a picture of the characteristics of the spread of the value of each variable studied. Descriptive analysis is used in presenting the data; the central measure is the mean, mode, median, and range. The size of the deployment includes the variance and standard deviation. Presentation of data was using a distribution list and histogram. Inferential data analysis was conducted to test the hypothesis by using path analysis. All hypothesis testing is done by using $\alpha = 0.05$. Before testing the hypothesis, first tested the normality of error estimated using the regression technique *Lilliefors*. Calculation of research data conducted by using Data Analysis program contained package Microsoft Excel and SPSS.

3. RESULTS AND DISCUSSION

3.1. Result

Statistical tests were conducted to examine the normality of distribution of errors in this study is *Lilliefors* test. The result of calculation shows the error estimates derived from normally distributed population. Further results of significance test of regression and linearity regression model showed significant and have relationship linearity significantly.

Summary results of the analysis and statistical tests of the hypothesis can be seen in the following table.

Table1. Summary results of the analysis and statistical tests of the hypothesis

No.	Hypothesis	t-calculate	t-table	Decision
1	Leadership style has positive direct influence to performance	2,602	2,000	Significant
2	Leadership style direct positive effect on work motivation	2,968	2,000	Significant
3	Direct influence positive work climate on performance	2,621	2,000	Significant
4	Direct influence positive work climate on work motivation	7,232	2,000	Significant
5	Motivation to work directly positive effect on performance	2,773	2,000	Significant

3.2. Discussion

Hypothesis 1, which reads, positive leadership style direct effect on the performance of the head of the study program is significant. Based on empirical testing, this study found that leadership style is one of the variables that directly affect the performance of the head of study program. Leadership style contributed 7.76% to the performance of the head of the study program; it means 7.76% variation changes the performance of the head of the study program is determined directly by the leadership style.

The results support the opinions expressed Armstrong and Baron, that the performance is influenced by four factors were dominant, namely (a) the factors of leadership, which include quality, guidance and motivation, (b) personal factors which include motivation and commitment, skills and competence, (c) factor system that includes working facilities and systems of work, (d) situational factors that include the atmosphere of the working environment, internal and external elements. In line with the above opinion, Gibson argues that the style / behavior of the leader, follower characteristics / subordination, and environmental factors together can motivate employees to produce satisfaction and performance. The results also support the results presented by Fuller, Patterson and Stringer was quoted Luthans, which suggests that the charismatic leader has followers and stylish high-performing organizations. Results of this study provide input that leadership style should be based on two perspectives, namely in terms of the process by which a leader must use its influence to reach organizational objectives, and in terms of the qualities of a leader must be able to characterize the attributes of a leader. Thus these findings further reinforce previously research results that prove that leadership style is a factor that significantly affect performance.

Hypothesis 2, which reads, positive leadership style direct effect on work motivation chairman of the study program is significant. Based on empirical testing of the study found that leadership style is one of the variables that directly affect work motivation variable head of study program. Leadership style contributed 4.82% of work motivation chairman of the study program, which means that 4.82% of the variation changes the performance of the head of the study program is determined directly by work motivation.

The results are consistent with Path-Goal Theory. This theory is based on the theory of expectations of motivation. Expectations theory is based on the idea that motivation can increase one's efforts, which moves from the effort of performance improvement expected results. In this regard, the behavior of a leader is expected to be acceptable when employees view such action as a source of satisfaction or pave the way to satisfaction. In addition, the behavior of leaders predicted to be motivated towards the development of: (a) reduce the obstacles that hinder the achievement of goals, (b) providing the necessary guidance and support employees, and (c) giving significant rewards for achieving goals. This study supports the results of the study Setiawan, Rifky Budi who found democratic leadership style, authoritarian leadership style, leadership style laissez-faire jointly affect the work motivation of employees at *PT PLN (Persero)* Regional Office of North Sumatra. Furthermore Warsit Smat, discovered simultaneously leadership styles (autocratic, democratic and laissez-faire) and significant positive effect on employee motivation in the regional office of the VI State Personnel Agency (*BKN*) field. Thus these findings further reinforce the results of previous studies that prove the leadership style is factors that significantly influence the work motivation.

Hypothesis 3, which reads, work climate positive direct effect on the performance of the head of the study program is significant. Based on empirical testing of this study found that the working climate is one of the variables that directly affect the performance of the variable head of study program. Work climate contributes 8.4% to the performance of the head of the study program, that is to say 8.4% variation changes the performance of the head of the study program is determined directly by the working climate.

The results are consistent with the findings of Dwiyanto. He found some contribution of organizational climate with the performance of employees in Kendal regency secretariat by 20.89%. Furthermore, the conclusion of research conducted Fiedler is that unpleasant situation combined with the leadership styles determine the effectiveness of the results to be achieved and will ultimately lead to satisfaction and performance. The results support the research Vivi and Rolen who found a positive influence of organizational climate on employee performance in *PT Graha Tungki Arsitektika Jakarta*. Results of this study give the sense that the mood or situation of a work as part of job satisfaction is a component that has a major influence on a person's productivity. Good working climate is the atmosphere that can provide job satisfaction to the executive of the estuary would improve performance. Thus this study confirms previous research results that prove that leadership style is a factor which significantly influence job satisfaction.

Hypothesis 4, which reads, work climate positive direct effect on work motivation IS significant. Based on empirical testing of this study found that the working climate is one of the variables that directly affect work motivation variable head of study program. Work climate contributed 5.97% to the chairman of the working climate study program, i.e. 5.97% of the variation changes in work motivation chairman of the study program is determined directly by the working climate.

This result is consistent findings Hermawan, who find there is the influence of organizational climate on work motivation structural officials in Kutai district. Furthermore, Mohd. Nasir, Zaliza find a significant relationship between organizational climates with job motivation. Thus this study confirms previous research results that prove that the working climate is a factor which significantly influence the work motivation.

Hypothesis 5, which reads, motivation positive direct effect on the performance of the head of the study program is significant. Based on empirical testing of this study found that motivation is one of the variables that directly affect the performance of the variable head of study program. Work motivation contributes 11.3% to the performance of the head of the study program, meaning that 11.3% of the variation changes the performance of the head of the study program is determined directly by work motivation.

This is in line with the opinion of Armstrong and Baron who said that the performance is influenced by four dominant factors as mentioned above. Moreover, in line with what has been said Stoner that person's performance is influenced by internal factors and external factors. Internal factors that affect a person's performance among other talents, interests, motivation, and health. External factors that can affect performance include environmental, infrastructure and management. The results are consistent with the findings of Listianto, Toni who found there is significant influence work motivation on employee performance *PDAM Surakarta*. Furthermore Hernowo Narmodo and M. Farid Wajdi find the motivation and discipline to have a positive influence on employee performance *BKD Wonogiri* district. Results of this study indicate that pleasant working conditions certainly will be able to improve the performance of the people who are in the organization. Thus, this study confirms previous research results that prove that motivation is a factor that significantly affect performance.

4. CONCLUSION

There is positive effect on the performance of the head of the study program with leadership style of the Faculty leaders. This means that if the leadership style repaired, it will lead to increase the performance of the head of the study program. Leadership styles of faculty leaders also have a direct positive effect on work motivation. This means that if the leadership style repaired, it will lead to increase the motivation to work of the head of the study program. Furthermore, there is a positive direct effect on the performance of the head of the study program with working climate. This means that if the working environment is conducive, it will lead to increased performance of the head of the study program. Work climate also has a direct positive effect on work motivation. This means that if the working environment is conducive, it will lead to increase the motivation to work on the head of the study program. In addition to leadership style and working climate, work motivation also has a direct positive impact on the performance of the head of the study program. This means that if employment increases the motivation, it will lead to increase the performance of the head of the study program.

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