The Effect of Head of Counseling Guidance Program Leadership and Work Motivation on Lecturers Performance of Counseling Guidance Program in Universitas Negeri Medan

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Abstract. The purpose of this research are to determine: (1) effect of head counseling guidance program leadership on lecturers work motivation of counseling guidance program in Medan State University, (2) the effect of head of counseling guidance program leadership on lecturers performance of counseling guidance program in Medan State University, and (3) effect of work motivation on performance of lectures, counseling guidance program in Medan State University. This research is a quantitative study using a path analysis approach which began in April until December 2019. The population and sample are all lecturers of counseling guidance program in Medan State University both civil servant and PHL as many as 25 lecturers. Data collection techniques used were questionnaires compiled in the form of positive and negative statements based on Likert Scale. The validity was tested using by Cronbach Alpha. Based on the analysis, obtained that: (1) head of counseling guidance program leadership has a direct influence on work motivation (0.440); (2) head of counseling guidance program leadership has a direct influence on lecturers performance (0.27) and (3) work motivation has a direct effect on performance (0.48). The results of this research, three hypotheses that were applied were accepted. Therefore, the efforts to improve head of counseling guidance program leadership and work motivation can improve lecturers performance.

Keywords: counselling, guidance, leadership, work motivation, lecturers performances

1. Introduction

Education is a very important thing to consider and become one of the benchmarks of the progress of a nation. Education has a very important role in improving the quality of human resources. The qquality of human resources will be able to build themselves, build society, and also be able to build the nation and state. Every individual everywhere needs education to be able to improve their standard of living. Likewise in Indonesia that every citizen must receive adequate education so that citizens avoid ignorance.

According to Law of Republik Indonesia, No. 20/2003 about National Education System, that education is defined as an effort made consciously and planned to build an atmosphere and learning process [1]. The conditions of atmosphere and learning process are intended so that students actively develop their abilities to achieve the occurrence of behavior. The intended behavior is spiritual strength, self-control, personality, intelligence, character, and skills needed by themselves, society, nation and state.

Medan State University is one of the state universities that has the aim to prepare human resources to obtain the knowledge and abilities needed by the community. To realize this, the lecturers as the main actors in managing learning in college are expected to be able to prepare college students to master, apply, develop, disseminate science and technology obtained in college. But in reality, based on the results of monitoring and evaluation in 2009, it can be seen that the performance of lecturers has not been optimal in carrying out education, research and community service.

The low performance of the lecturers is influenced by many factors, one of which is predicted is work motivation. The work motivation of lecturer is an important factor in determining the level of success in implementing a learning process. The motivation of a lecturer will be manifested in behavior directed at the achievement of goals in work. The desire of lecturers to work better provides maximum achievement of work. Uno [2] stated that work motivation is one of the factors that also determines a person's performance. The size of the influence of motivation on one's performance depends on how much intensity of the motivation is given. While Colquitt, et al. [3] stated that factors affecting performance include: organizational culture, organizational structure, leadership and leader influence, group processes, group character, individual abilities and cultural values in the organization, job satisfaction, ability to manage stress, motivation achievement, punishment, learning and decision making. Further, Gibson stated factors that influence performance are: (1) Individual factors : ability, skills, family background, work experience, social level and demographic. (2) Psychological factors: perception, role, attitude, personality, job satisfaction, motivation. (3) Organizational factors : structure of organization,, work design, leadership, teaching system (reward). Then, work motivation is a potential strength that exists in a person that can be developed by a number of outside forces that essentially revolve around, non-monetary rewards, monetary rewards that can affect performance results positively or negatively, which depends on the and situation conditions encountered [4]. In line with this definition, Sutrisno Edi [5] said the factors that affect an employee's performance that need to be considered and considered are ability and motivation. It is said ability is knowledge and skill, then motivation is attitude and situation.

In addition to the factor above, the head of program leadership is also predicted to influence lecturers performance. To improve lecturers performance of counseling guidance program needed a leader that is head of counseling guidance program that is able to arouse the morale of the lecturers so they can work well to be more successful in their duties to achieve the expected goals. Ambarita, et al.[6] mentioned that leadership is about leading by using methods, tips in leading people to work well so that organizational goals are achieved. Further, Yukl [7] defines leadership as a process to change or influence others to understand and accept and agree with what needs to be done. The process is an effective assignment, facilitating the efforts of individuals and groups to be able to achieve of goals. Newstroom [8], The leadership is a process of influencing, changing and supporting people to work enthusiastically for the achievement of target or goals.

Based on the description above, it is predicted that head of counseling guidance program leadership and work motivation have an influence on lecturers performance. Therefore, to find out whether these factors affect empirically on lecturers performance, a scientific study is needed by conducting a research entitled "the effect of head of counseling guidance program leadership and work motivation on lecturers performance of counseling guidance program in Medan State University".

Lecturers Performances

According to Indonesian Big Dictionary [9], performance means something that is achieved, demonstrated performance or work ability. While Sutrisno [5] stated that performance is the result of one's work seen in aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization / school. Lecturers who carry out their duties as soul calls in educating college students require the support of other factors that have the goal of achieving desired performance/ success, both personal and institutional/ organizational. In line with this, Colquitt, LePine, and Wesson Colquitt [3] stated that in general, performance is influenced by individual mechanism components, individual characteristics, group mechanisms, and organizational mechanisms. Further, Colquitt, LePine, and Wesson Colquitt [3] provided a model that showed the factors that influence performance, as in the following figure.
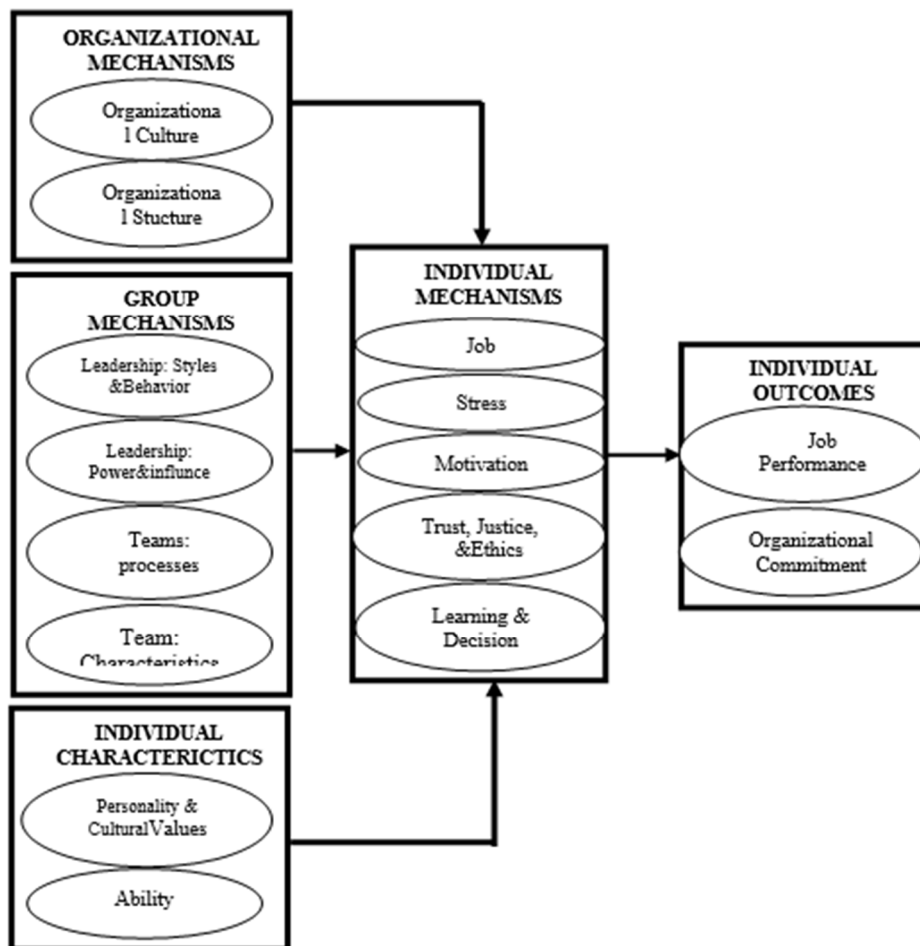

Figure 1. Job Performance (Colquitt, LePine, Wesson, 2009:34)

Based on the picture above, it is shown that motivation directly influences performance. It appears that performance (job performance) is influenced by motivation. Motivation of desires, and driving forces that come from within and from outside the human self to do something or do something. Motivation is related to a person's psychological factors that reflect the relationship or interaction between attitudes, needs, and satisfaction is what happens to humans. Thus it can be interpreted that to improve one's performance can be done through increasing one's motivation factors in working in an organization.

Head of Counseling Guidance Program Leadership

Mulyasa [10] stated that leadership is an activity to influence people who are directed for the achievement of organizational goals. Danim [11] stated that leadership is any action taken by individuals or groups to coordinate or give direction to other individuals or groups who are members of a particular forum to achieve the goals set. While, Stogdill [12] defined leadership as: (1) the focal point of group processes, 2) personality and influence, 3) the art of persuasion fulfilled, 4) exercise of influence, 5) action or behavior, 6) form of persuasion, 7) the strength of the relationship, 8) the instrument achieves the goal, 9) an interaction effect, 10) a different role, 11) the initiation of the structure. In line with this, Yukl [12] defined leadership as a process of influencing others to understand and agree on the needs that must be met and how to do it, as well as the process of facilitating individuals and groups trying to achieve common goals. Then, Luthans [4] state leadership as a processes (group or personality), fulfillment, certain behaviors, persuasion, authority, achievement of target, interactions, differences in roles, initiation of structure, and a combination of two or more of these things.

The presence of a leader, namely the head of program is needed because the back and forth, the dynamic or not of the program, and whether or not the objectives achieved by the program are very dependent on the role of the leader, especially in terms of leadership. Koontz, et al stated that leadership as influence, the art is willingly an enthusiastically toward the achievement of a group or organization (leadership is an influence, art or process of influencing people so they want to work hard voluntarily and passionately toward achievement of group or organizational goals). Furthermore, Anoraga [6] stated that leadership is ability to influence, communication with a view to moving people so that they are understanding, aware, and happy to follow the leader's wishes.

Work Motivation

According to Uno [2] suggests work motivation is one of the factors that also determines a person's performance. The size of the influence of motivation on one's performance depends on how much intensity the motivation is given. Then, Usman [13] said that motivation is the desire to do something while work motivation is defined as the desires or needs that motivate someone to motivate them to work. Further, Gibson stated that work motivation is a strength in someone who is able to encourage him to do something that gives rise to and directs behavior. In line with this, Herzberg in Usman [13] argues that there are two factors that influence a person's work. Extrinsic factors are interpersonal relationships between superiors and subordinates, supervision techniques, administrative policies, working conditions and personal life. While the intrinsic factor (motivator) is a factor whose presence can lead to job satisfaction and increase individual work performance or results. Further, the two factors motivational theory can be seen in the following table.

Table 1. The Two Factors Motivational Theory

Intrinsic Factors	Extrinsic Factors
1. Achievement	1. Supervision
2. Award	2. Working conditions
3. The work itself	3. Interpersonal relationships
4. Responsibility	4. Payment and security
5. Growth and Development	5. Company policy

Humans in essence have their own motivations in life such as, motivation for healthy living, success, achieving goals and so on. Robbins and Judge put forward the theory of hope. Expectancy theory states the power to carry out activities in a certain way according to the existence of these expectations will be followed and interesting for them. The theory can be seen in the following figure.
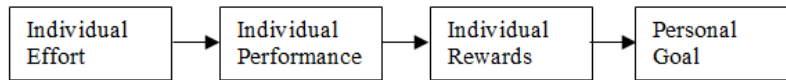
Figure 2. The Expectancy Theory (Robbins and Judge)

The aviation world in Indonesia which is developing quite rapidly requires companies to move quickly and flexibly in responding to improved services to clients, particularly flight safety and security. One of the steps taken by the company in order to suppress the factors that hinder the company's operations to achieve its goals is that proper business management is needed. One business management that needs attention is human resource management.

Human resource management is a process of planning, organizing, coordinating, implementing and monitoring, developing. In addition to the six functions, resource management also regulates related to remuneration, integration, maintenance and separation of workers to achieve goals [6]. Management and organization of human resources such as planning, procurement, maintenance, guidance, development and utilization as well as possible will produce quality human resources. Human resource management plays an important role in managing all human resources so that they can work effectively and efficiently so that they are required to be able to share the workload and responsibilities of each employee, conduct work evaluations, conduct training in order to develop employees, and also provide rewards in a manner just and equitable[3,14].

Workload is a condition or an activity that must be completed by a person or organizational unit or position holder in a period according to certain criteria. Workload measurement is seen as a technique to measure work efficiency and effectiveness of an organizational unit, or systematically with work analysis techniques, workload analysis techniques, or other relevant management [7,9,15]

2. Research Method

Research Design

The purpose of this research are to determined: (1) the effect of head of counseling guidance program leadership on lecturers work motivation of counseling guidance program in Medan State University, (2) the effect of head of counseling guidance program leadership on

lecturers performance of counseling guidance program in Medan State University, and (3) the effect of work motivation on lecturers performance of counseling guidance program in Medan State University. Therefore, the method applied in the presented research can be classified as a quantitative study using a path analysis approach (path analysis). Starting from the data collection, data analysis to withdrawn the conclusion.

Furthermore, this research was conducted at Faculty of Education in Medan State University started from April 2019 until Desember 2019. The population and sample of the research consisted of all lecturers both civil servant and PHL as many as 25 lecturers. The instrument for data collection was questionnaires. The questionnaires were used to measure the variables used in this research, i.e. performance of lecturers, head of program leadership and work motivation.

Measures

This research instruments used in this study was developed based on Likert Scale model compiled in the form of positive and negative statements. Furthermore, there are five scoring criteria for the answer to positive statement, namely: always = 5, often = 4, sometimes = 3, rarely = 2, and never = 1. Then, there are also five scoring for the answer to negative statement, namely: always = 1, often = 2, sometimes = 3, rarely = 4, and never = 5. The steps taken were study the basic concepts of the research variables, define the conceptual definitions, break down into operational definitions, describe indicators, prepare statements, review revelations, assemble instruments and organize instruments.

In addition, lecturers' performance is consisted of 5 indicators, namely: (1) qquality of work, (2) ttotal work results, (3) time needed to work, (4) job responsibilities, and (5) ccollaboration with colleagues. Those five indicators will be formulated in 31 items of the instrument.

Further, head of program leadership is consisted of 10 indicators, namely: (1) set an example and be service oriented, (2) ability to motivate/ empower members, (3) fair and firm in making decisions, (4) appreciate the participation of lecturers, (5) have a vision and strive to make changes, (6) confidence, (7) believe in others/ emit positive energy, (8) continuous learning, (9) live a balanced life, and (10) able to assess/ evaluate. Those ten indicators will be formulated in 30 items of the instrument.

Then, work motivation is consisted of 8 indicators, namely: (1) ddiligently facing the task, (2) ttenacious faces difficulties, (3) show interest in various problems, (4) prefer to work independently, (5) quickly bored with routine tasks, (6) can defend his opinion, (7) is not easy to let go of things that are believed, and (8) Happy to find and solve problems. Those eight indicators will be formulated in 29 items of the instrument.

To established good instruments, the analysis of the instruments was conducted based on the empirical data in the field. To obtain valid and reliable instruments, the instruments would be responded directly by respondents (lecturers of counselling guidance program in Medan State University both civil servant and PHL as many as 25 lecturers) but firstly given to trial respondents (not lecturers of counselling guidance program in Medan State University or outside the sample). The validity of the instruments was estimated by using Product Moment Correlation formula, while the reliability by using Alpha Cronbach formula. Based on the results of analysis, it can be concluded all items of the instruments had good item validity because $r_{count} < r_{table}$. The result of validity is seen in table below.

Table 2. The Result of Validity

Variables	r_{count}	r_{table}
Head of Program Leadership (X_1)	0.8798	0.361
Work Motivation (X_3)	0.748	0.361
Lecturers' Performance (X_4)	0.5320	0.361

In addition, the reliability estimation showed good results because the coefficient value (α) was above reliability coefficient (0.70). The result of reliability is seen in table below.

Table 3. The Result of Reliability

Variables	α	Explanaion
Head of Program Leadership (X_1)	0.900	Very high
Work Motivation (X_3)	0.883	Very high
Lecturers Performance (X_4)	0.912	Very high

Data Analysis

In accordance with the purpose of this research and considering with the data obtained from the field, firstly the level of research change was identified. Furthermore, it is processed and analysed by normality test, regression techniques, then continued with path analysis.

3. Results and Discussion

Results

The research findings found in this study can be explained descriptively and inferentially.
1) Descriptively that in general the tendency of the research variables is included in the sufficient category.
2) Iinferentially can be interpreted and discussed so that provide objective information as follows:
   a. The test results obtained the magnitude of the path coefficient $\rho_{31} = 0.44$, then from the calculations carried out, the value of $t_{count} = 5.46$, while the table with N = 25 and $\alpha = 0.05$ of 1.96. Thus $t_{count} > t_{table}$ (5.46 > 1.96), which means the path coefficient is significant. So, head of counseling guidance program leadership has a direct positive effect on work motivation. The magnitude of the direct effect of head of counseling guidance program leadership on work motivation is 19.4%.
   b. The test results obtained the magnitude of the path coefficient $\rho_{41} = 0.27$, then from the calculations carried out, the value of $t_{count} = 3.12$, while the table with N = 25 and $\alpha = 0.05$ of 1.96. Thus $t_{count} > t_{table}$ (3.12 > 1.96), which means the path coefficient is significant. So, head of counseling guidance program leadership has a direct positive effect on lecturers performance. The magnitude of the direct effect of head of counseling guidance program leadership on lecturers performance is 7.3%.
   c. The test results obtained the magnitude of the path coefficient $\rho_{43} = 0.47$, then from the calculations carried out, the value of $t_{count} = 6.09$, while the table with N = 25 and $\alpha = 0.05$ of 1.96. Thus $t_{count} > t_{table}$ (6.09 > 1.96), which means the path coefficient is significant. So, work motivation has a direct positive effect on lecturers performance. The magnitude of the direct effect of work motivation on lecturers performance is 23%.

The summary of description of path coefficient and significance is presented in the presented table.

Table 4. Description of Path Coefficient and Significance

Path Coefficient	t_{count}	t_{table} $\alpha = 0{,}05$	Description
$\rho_{31} = 0.44$	5.46	1.96	Significant path
$\rho_{41} = 0.27$	3.12	1.96	Significant path
$\rho_{43} = 0.47$	6.09	1.96	Significant path

Discussion

1) The Effect of Head of Counseling Guidance Program Leadership on Work Motivation

Results of research that has been done, there is the effect of head of counseling guidance program leadership on work motivation where the effect is 19.4% (path coefficient between X_1 and X_3 ($\rho_{31} = 0.44$). Based on this finding, it can be stated that the variable of head of counseling guidance program leadership on work motivation of lecturers Faculty of Education in Medan State University has a significant effect. Based on this, it can be concluded that work motivation is influenced by the head of counseling guidance program leadership. The research result showed that the head of counseling guidance program leadership effect on work motivation. The leadership applied by the head of counseling guidance program is certainly related to the policy towards lecturers, work arrangements, and so on, which of course will have an effect on the work motivation of lecturers in cooperating with the leadership.

2) The Effect of Head of Counseling Guidance Program Leadership on Lecturers' Performance

Results of research that has been done, there is the effect of head of counseling guidance program leadership on lecturers performance where the effect is 7.3% (path coefficient between X_1 and X_4 ($\rho_{41} = 0.27$). Based on this finding, it can be stated that the variable of head of counseling guidance program leadership on performance of lecturers Faculty of Education in Medan State University has a significant effect. Based on this, it can be concluded that lecturers performance is influenced by the head of counseling guidance program leadership. The research result showed that the head of counseling guidance program leadership effect on lecturers performance. Good leadership implemented by the head of counseling guidance program will certainly support the success in the organization, especially an increase in lecturers performance.

3) The Effect of Work Motivation on Lecturers Performance

Based on the results of research that has been done, there is the effect of work motivation on lecturers performance where the effect is 23% (path coefficient between X_3 and X_4 ($\rho_{43} = 0.47$). Based on this finding, it can be stated that the variable of work motivation on performance of lecturers Faculty of Education in Medan State University has a significant effect. Based on this, it can be concluded that lecturers performance is influenced by work motivation. The research result showed that the work motivation effect on lecturers performance. This proves that good work motivation will certainly support the improvement in performance especially lecturers in carrying out their duties.

4. Conclusion

Based on the previous descriptions, so it can be concluded that:

1) The head of counseling guidance program leadership has a positive direct effect on the work motivation. The value of the direct contribution of the head of counseling guidance program leadership on the work motivation is 0.44 or 19.4%.

2) The head of counseling guidance program leadership has a positive direct effect on the lecturers performance. The value of the direct contribution of The head of counseling guidance program leadership on the lecturers performance is 0.27 or 7.3%.

The work motivation has a positive direct effect on the lecturers performance. The value of the direct contribution of the work motivation on the lecturers performance is 0.47 or 23%.

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