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THE 2nd ANNUAL INTERNATIONAL SEMINAR ON TRANSFORMATIVE EDUCATION AND EDUCATIONAL LEADERSHIP

Educational Research to Endorse Productive and Innovative Generation in the 21st Century

16-17 October 2017

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Proceedings of The 2nd Annual International Seminar on Transformative Education and Educational Leadership (AISTEEL 2017)

“Educational Research to Endorse Productive and Innovation Generation in The 21th Century”

Grand Mercure Hotel, Medan City, North Sumatera, Indonesia

October 16-17, 2017

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Preface

The 2nd Annual International Seminar on Transformative Education and Educational Leadership (AISTEEL with web link is <http://aisteel2017.unimed.ac.id/>) was held on October 16 -17, 2017 in Medan City, Indonesia. This conference was organized by Postgraduate School, State University of Medan (Unimed) and is the routine agenda at Unimed now. The Second Annual International Seminar on Transformative Education and Educational Leadership' is realized this year with various presenters, researchers, lecturers and students from universities both in and out of North Sumatera participate in the theme of which is "Educational Research to Endorse Productive and Innovative Generation in the 21st Century."

2nd AISTEEL is the annual international seminar with main aim is to discuss of recent research special for Transformative Education and Education Leadership. Several topics like: Teachers Education Model, Research Global Issue in Education, Mathematics and Science Education, Social, Language Education, Vocational Education, Curriculum, Economic, History and Management Education have been discussed at the 2nd AISTEEL 2017. 2nd AISTEEL international seminar provided experts' view on transformative education and educational leadership as well as curriculum article presentation. There were five keynote speakers have been came Professor Keiichiro Yoshinaga, Dr. Bambang Sumintono, Dr. Sitti Maesuri Patahuddin, and Dr. Yulia Rahmawaty. The organizer had been use online submission system to receive all abstract, full paper and also communication with authors. All of information include with comment of reviewer can be cheked real time by author.

Chairperson

Dr. Rahmad Husein, M.Ed

Welcoming Speech of Director of Postgraduate School State University of Medan

The Second Annual International Seminar on Transformative Education and Educational Leadership (AISTEEL)

The honorable,

- *Rector of State University of Medan, Prof. Dr. Syawal Gultom, M.Pd.*
- *Vice Rectors of UNIMED*
- *Professor Keiichiro Yoshinaga, PhD, Institute of Liberal Arts and Science, Kanazawa University – Japan*
- *Dr. Bambang Sumintono, M.Ed., University Malaya – Malaysia*
- *Dr. Sitti Maesuri Patahuddin, Faculty of Education, Science, Technology and Mathematics, University of Canberra – Australia*
- *Yuli Rahmawati, Chemistry Education Program, Universitas Negeri Jakarta*
- *Deans of Faculties of Education, Languages and Arts, Social Sciences, Natural Sciences and Mathematics, Engineering, Sports Sciences, and Economics*
- *Vice Directors of Postgraduate School of UNIMED*
- *All speakers, lecturers, researchers, students, and participants*

Good Morning

Welcome the honorable guests speakers Professor Keiichiro Yoshinaga, Dr. Bambang Sumintono, Dr. Sitti Maesuri Patahuddin, Assoc. Prof. Emilia Zulmira de FAN, and other speakers, lecturers and students from outside and inside Unimed to this international seminar which is the routine agenda at Postgraduate program of Unimed now. I'm glad that 'The Second Annual International Seminar on Transformative Education and Educational Leadership' is realized this year with various presenters, lecturers and students from universities both in and out of North Sumatera. and participate in the theme of which is "Educational Research to Endorse Productive and Innovative Generation in the 21st Century."

Ladies and Gentlemen,

In this second seminar exels the first one related to the administration by online and the publication index by either Thomson Reuters or Google Scholar. By the new policy on student's publication, postgraduate program really matches the system, particularly for the students who will sit in the oral defence examination. Through the seminar, the postgraduate students improve their article journal writing and it is proved by many articles are submitted by the students.

The plenary speakers coming from 15 provinces in Indonesia will present topics covering multi disciplines. They will contribute a lot of inspiring inputs and new knowledge on current trending educational research topics all over the world. The expectation is that all potential lecturers will share their research findings to educational scientists and researchers as well for improving their teaching process and quality. Thus, this will contribute to the next young generation researchers to produce innovative research findings in education and educational leadership contexts.

This second seminar continues the promotion of the first sequel 'Developing Future Teachers' Education Model. Therefore, the propose of this second seminar on the transformative education and educational leadership research will trigger the young professional lecturers and educators to compete in the invention of inovative educational teaching and learning strategies, techniques and leadership.

I hope that the scientific attitude and skills through research will promote Unimed to be a well-known university which persists to be developed and excelled in the future.

Thank you the Rector of Unimed who always supports us in organizing the seminar. Thank you all guest and plenary speakers. Special thanks to both steering and organizing committee who have well-coordinated and colaborated in actualizing the seminar.

Director of Postgraduate Unimed

Prof. Dr. Bornok Sinaga, M.Pd

TABLE OF CONTENTS

	PP
The Effect of Using Collaborative Learning Strategy on The Student’s Achievement in Writing Descriptive Text	1
<i>Nursyah Handayani</i>	
The Development of Multicultural Based Teaching Materials on the Observation Report Text for Senior High School Student	5
<i>Nurhasanah Permata Sari Sembiring, Khairil Ansari, Mutsyuhito Solin</i>	
The Power Behind Advertisement	10
<i>Endang Larasati</i>	
The Effect of Using Audio Visual Media on Student’s Vocabulary Mastery	13
<i>Resti Citra Dewi</i>	
Ideational Taxonomic Relation of Hata Pangupa in Tapanuli Selatan Wedding Ceremony	17
<i>Mutia Nasution</i>	
Pal’s Leadership Style and Teacher’s Performance of Islamic Junior High State School (MTsN) Hamparan Perak Deliserdang Distric	21
<i>Nurmala, Maria Ulfah Handayani, Denny Khairani, Desi Prawita</i>	
The Influence of Work Motivation on Teacher’s Job Performance of Vocational High School in Medan	24
<i>Darmawati, Sri Melfayetti, Selamat Triono Ahmad</i>	
Error Analysis by Using Tenses of Senior High School	28
<i>Hariyanto</i>	
The Traditional Custom and Ceremonial Tradition in Suku Anak Dalam Language	32
<i>Putri Ayu Lestari</i>	
The Impact of Internet Marketing on Success of Women Micro, Small and Medium Enterprises Innovation as Intervening Variable	36
<i>Fivi Rahmatus Sofiyah, Ami Dilham</i>	
The Effect of Cooperative Integrated Reading and Composition (CIRC) Technique on Students Reading Comprehension	40
<i>Linda Efrina Nasution</i>	
Translation Shifts in Translating Didong from Gayonese in to Bahasa Indonesia	44
<i>Wike Yurida</i>	
The Effect of Team Assisted Individualization (TAI) Strategy on Student’s Reading Comprehension	48
<i>Khairuni Syafitri</i>	
The Effect of Organizational Culture on Working Disciplines of Madrasah Ibtidaiyah Head Master in Deliserdang	53
<i>Muhammad Rifa’i, Syafaruddin Siahaan, Siman Nurhadi</i>	
Student’s Achievement on Reading Comprehension in Narrative Text by Using Think Pair Share Technique (TPS) at SMPN 1 Lubuk Pakam	58
<i>Eprima Lestari Hutabarat</i>	
Ideational Taxonomic Relations of Hobar on Parpokatan Orja of South Tapanuli	63
<i>Novria Grahmayanuri</i>	
The Effect of Using Task Based Learning Method on the Student’s Achievement in Reading Comprehension	69
<i>Nilam Ulami Siregar</i>	
Relationship of Initiation Structure and Consideration with Effectiveness Leadership	72
<i>Wanti Simanjuntak, Syaiful Sagala</i>	
The Effect of Storytelling Method on Students Writing Narrative Text Ability at the Eleventh Grade Students of MAN Panyabungan	77
<i>Armita Novriana Rambe</i>	

The Implementation of Curriculum 2013 in Vocational High School 4 Takengon.....	80
<i>Zainal Arifin, Herbert C.B. Manalu, Rini Deliana, Fitri Ariyanti</i>	
The Difference of Mathematical Problem Solving Ability by Using Student Teams Achievement Division (STAD) and Direct Instruction on System Linear Equation Two Variable in Grade VIII SMP Negeri 11 Medan.....	84
<i>Faradilla Bafaqih, Cecep Nandar</i>	
The Influence of Problem-Based Learning and Every One is A Teacher Here Models on Higher Order Thinking Skills in Environmental Pollution Topics.....	89
<i>Kurnia Putra, Hasruddin, Ahmad Rafiqi Tantawi</i>	
The Effect of Applying Task Based Learning (TBL) Approach on The Student's Ability in Writing Descriptive Paragraph.....	94
<i>Vijay Khana</i>	
Teacher's Language Style in English Course Class.....	98
<i>Dyan Yosephin Hutagalung</i>	
Differences Between Students Mark Taught With Co-Operative Learning Model Type TGT With Guess The Words Media Compared With Students Mark Taught With Co-Operative Learning Models With Words Square Media in Hydrocarbon Subject.....	101
<i>Hariani Siregar, Gulmah Sugiharti</i>	
Language Used by Male and Female of Darul Ilmi Murni.....	107
<i>Syukri Hidayati</i>	
The Use of Journal Writing in Improving Student's Writing Skill of Recount Text.....	110
<i>Muhammad Ilham Adha</i>	
Teacher and Student Perceptions Toward Practical Implementation Obstacles at Learning Chemistry	114
<i>Septra Pajar, Ramlan Silaban, Zainuddin Muchtar</i>	
The Analysis of of the Implementation and Problems of Lab Work on Chemistry Learning.....	120
<i>Elvira Lastri, Iis Siti Jahro, Marham Sitorus</i>	
The Implementation of Using Library Card and ICT Based Library Service System in Increasing Reading Interest of Primary School Students at Tanjung Gading of Batu Bara Regency	125
<i>Suci Amalia, Asih Menanti</i>	
Project Based Learning Tools Development on Alcohol and Ether Materials at Natural Science Faculty State University of Medan.....	132
<i>Nadia Armina Ramud, Jamalum Purba</i>	
The Development of Teaching Material to Write Explanation Text Based on Mind Map.....	138
<i>Pienti Mala Ningsih Manalu, Biner Ambarita, Rosmawaty Harahap</i>	
Improvement of Student Learning Outcome Using Model of Collaborative Based Lesson Study with Student's Worksheet on Materials Hydrolysis.....	141
<i>Agus Muliaman, Laila Majnun Hutagaol</i>	
The Application of Comic Learning Media to Improve Student's Achievement on Reduction and Oxidation Reaction Topic.....	146
<i>Anggi Desviana Siregar, Rini, Herdini</i>	
The Application of Cooperative Learning Round Robin to Improves Student Learning Achievement on the Subject of Electrolyte-Nonelectrolyte and Redoxin Class X SMAN 1 Seberida.....	150
<i>Nora Santi, Betty Holiwarni, Johni Azmi</i>	
The Effect of Combination Cooperative Learning Models Toward Learning Result.....	154
<i>Sapnita Idamarna Daulay</i>	
The Maintenance of Hokkien Among Chinese Speakers in Stabat.....	159
<i>Widya Ningsih</i>	
Effect of Blended Learning Model and Learning Style to Civic Education Learning Results in Class VII in Junior High School Panca Budi Medan.....	164
<i>Madina Qudisia Lubis, Reh Bungana Br.Perangin-angin, Mursid</i>	
EFL Student's Uses of Um as Fillers in Speaking.....	169
<i>Eka Riana</i>	

The Influence of Role Playing Method and Self Concept of Social Skills of 5-6 Years Old Child.....	172
<i>Rabitah Hanum Hasibuan, Anita Yus, Yusnadi</i>	
The Effect of Learning Approach and Personality Type Towards Learning Outcomes.....	178
<i>Dwhy Dinda Sari, Julaga Situmorang, Busmin Gurning</i>	
The Effect of Learning Models and Critical Thinking Skills on Social Science Learning Outcomes.....	183
<i>Juriah Siregar, Julaga Situmorang, Baharuddin</i>	
The Effect of Suggestopedia Method on Student's Achievement in Vocabulary.....	188
<i>Heppy Yersin Digita Purba</i>	
Application of Active Learning Strategy Type <i>Everyone is A Teacher Here (ETH)</i> to Increase Student Activity and Learning Outcomes in Chemistry on Salt Hydrolysis.....	193
<i>Wilta Fajrina, Darra Utari Ningsih, Sri Adelila Sari, Habibati</i>	
The Effect of Learning Strategy and Type of Personality on Student's Achievement in Economic Science.....	198
<i>Dewi Shara Dalimunthe</i>	
Development of Learning Tools Based on Realistic Mathematics Education of Ethnomatematics Nuances to Improve Mathematical Communication Skill Students in Junior High School 2 Percut Seituan.....	202
<i>Rizqi Jamiah, Edi Syahputra, Kms. M. Amin Fauzi</i>	
The Impact of Cooperative Learning Strategy and Learning Interest Toward the Learning Result of Second Year of Senior High School Students in 2016/2017.....	208
<i>Riswan Sianturi, Abdul Muin Sibuea, Edward Purba</i>	
The Development of Flash Program as a Media of Chemistry Learning on Chemical Equilibrium.....	210
<i>Lenni Khotimah Harahap, Albinus Silalahi, Iis Siti Jahro</i>	
The Ethnic Mandailing Tradition of Courtship (<i>Markusip</i>) and Revitalization Efforts in the Formation of the Character Youth.....	214
<i>Riadi Syafutra Siregar, Ratih Baiduri, Robert Sibarani</i>	
The Effect of Education on Unemployment Rate in Indonesia.....	218
<i>Rahmat Putra Ahmad Hasibuan, Dede Ruslan, Fitrawaty</i>	
Development of Explanatory Text Materials Based on Problem Solving in Senior High School Pematangsiantar.....	222
<i>Tiarma Nova Intan Malasari, Biner Ambarita, Malan Lubis</i>	
Learning Model of Strengthening Vocational Life Skills With Entrepreneurship Knowledge to Improve Student Learning Outcomes.....	226
<i>Husni Wardi Tanjung</i>	
A Critical Discourse Analysis Wardah Halal Beauty Advertisements.....	229
<i>Ayu Lestari Siregar, Mei Lastri E.F. Butar-Butar</i>	
Influence of Creative Problem Solving (CPS) Mathematics Learning Model to Mathematical Problem Solving and Self Efficacy Students of SMA Negeri 3 Binjai.....	232
<i>Nurchahaya Hutasoit, Martua Manullang, Ani Minarni</i>	
Differences in Mathematics Problems Solving Students With Implementing Learning Model Think Pair Square and Group Investigation in Junior High Schools.....	236
<i>Abdul Halim, Edy Surya</i>	
The Acquisition of Nouns and Verbs of Mandailingnese by Two-Year-Old Mandailing Children.....	240
<i>Marwah, Amrin Saragih, Sri Minda Murni</i>	
Utilization of ICT Learning in Senior High School Teladan Medan.....	244
<i>Tengku Salwa Miranti</i>	
The Effect of Cooperative Learning Model Based Interactive Media and Interpersonal Communication on Student's Achievement.....	248
<i>Catur Ayu Wulandari, Efendi Napitupulu, Keysar Panjaitan</i>	
Developing of Learning Material Based on Problem Based Learning to Increase Student's Mathematical Reasoning Ability and Self-Efficacy in Grade X SMA Negeri 1 Medan.....	253
<i>Anggi Paramita Daulay, Dian Armanto, Waminton R</i>	

Efforts to in Crease A Motivation to Learning Math Using “Program” Learning Model.....	257
<i>Linda Sari, Edi Syahputra</i>	
The Eford of Improving Mathematics Learning Outcome on Quadrilateral and Triangle Matter by Using Gradually Exerscise Strategy with The Assistance of Image Media.....	261
<i>Ady Putra, KMS. Muhammad Amin Fauzi, Yulita Moliq</i>	
The Difference on Students’ Mathematical Creative Thinking Ability Between Realistic Approach with Conventional in The State Madrasah Tsanawiyah 2 of Medan.....	264
<i>Siska Lestari, Zul Amry, Hasratuddin</i>	
Developing Learning Materials Using Realistic Mathematics Education to Increase Junior High School Students’ Mathematical Disposition and Connection Ability.....	269
<i>Syu’aida Hazar Nasution, Izwita Dewi, E.Elvis Napitupulu</i>	
Developing Learning Materials Using Problem Based Learning to Increase Senior High School Student’s Mathematical Disposition and Representation Ability.....	275
<i>Dewi Khairani, Mulyono, Izwita Dewi</i>	
The Effect of Question Students Have Strategy on The Result of Students Learning in Mathematics....	281
<i>Yuliani Aruan, Edi Syahputra</i>	
Analysis of Academic Supervision Competence and Managerial Supervision in Improving the Performance of Vocational High School Supervisors in Langsa City.....	284
<i>Muhammad Hendra, Saut Purba, Mian Siahaan</i>	
The Use in Active Learning Strategy of Learning Starts with a Question Type in the Mathematics Learning.....	289
<i>Jeni Putria Efil, Ani Minami, Pardomuan Sitompul</i>	
Improving the Ability to Learn Math by Using <i>Rubu’ al-Mujayyab</i> Media.....	293
<i>Muhammad Hidayat, Edi Syahputra, E.Elvis Napitupulu</i>	
The Impact of Education Cost and Government Spending the Interest Rate of Bank Indonesia Subtitle.....	297
<i>Julika Rahma Siagian, Dede Ruslan, Arwansyah</i>	
The Implementation of Problem Based Learning Models to Improve Mathematical Problem Solving Ability of Students on Arithmetic Materials in Class VII Junior High School.....	301
<i>Elidar Tanjung, Izwita Dewi, Mulyono</i>	
The Effect of Learning Strategies to Trial By Jury in Participationt Mathematics Learning Student of Junior High School.....	305
<i>Rizka Putri Rahayu, Ani Minami, Zul Amry</i>	
The Differences Between The Effect of Realistic Mathematics Learning Approach to Conventional Learning with The Students Mathematics Learning Outcomes in Junior High School of 38 Medan Grade VII.....	309
<i>Diah Ari Saputri, Syafari</i>	
The Effect of Value National Exam Standards at Learning Achievement of Students at Senior High School.....	312
<i>Nurdiana Fahmi, Bornok Sinaga, W. Rajagukguk</i>	
The Effect of Open Unemployment Rate and Level of Vocational High Education to Poverty in North Sumatera Province.....	315
<i>Zulaili, Indra Maipita</i>	
The Application of Cooperative Learning of Think-Pair-Share (TPS) Type to Increase the Students’ Ability of Problem-Solving.....	320
<i>Mudriqah Fadhillah Siregar, Zul Amry, Syafari</i>	
The Relationship Between Metacognitive With the Results of Learning Outcomes on the Fungi Topic..	324
<i>Elizabeth, Herbert Sipahutar, Syahmi Edi</i>	
Comparison of DNA Isolation Methods from Economically Valuable Plants in Indonesia.....	327
<i>Chairiyani Rizka, Fauziyah Harahap, Syahmi Edi</i>	
Development of Learning Device Based on Realistic Approach to Improve Problem Solving Ability Mathematic of Student at Junior High School.....	333
<i>Susanna Romaria Harahap</i>	

Efforts to Improve Understanding and Use Concept of Additive Fractions and Reduction Using Media Comics on Model Cooperative Learning Type Student Team Achievement Division (STAD).....	339
<i>Ratu Natalia Perangin-angin, Sahat Siahaan</i>	
The Effect of Cooperative Learning Type Games Teams Tournament (TGT) of Mathematics Learning Outcomes in the Fractions Matter.....	342
<i>Ansori Hasibuan, Asmin Panjaitan, Asrin Lubis</i>	
Development of Authentic Mathematics Assessment in Application of Problem Based Learning Model to Improve Problem Solving Ability and Understanding of Student Mathematics Concept at Namorambe Secondary Private Middle School Junior High.....	347
<i>Kartika Sari, Asmin, Bornok Sinaga</i>	
The Increasing of Student’s Mathematics Problem Solving Ability and Learning Motivation Through Problem Based Learning Model.....	351
<i>Ridha Maulida</i>	
Dialect of Bataknese Language Used by Senior High School Students’.....	358
<i>Rafika Nur Rahman</i>	
The Effectiveness of Tandur Method of Improving Students’ Learning Ability in Junior High School..	362
<i>Rahimatul Islam Elmujahidah, Mulyono, H. Banjarnahor</i>	
The Effect of Reciprocal Teaching Approach to Student Achievement on Ecosystem Topic in Junior High School.....	365
<i>Nilawati, Nurtika Dewi</i>	
Improvement of Student Learning Result by Using Cooperative Learning Model of Teams Games Tournament Type on Algebra Fuction Limit.....	367
<i>Rismalyah Manalu, E.Elvis Napitupulu, Martua Manullang</i>	
Noun Phrase of Culture Articles in The Jakarta Post.....	371
<i>Misdiana</i>	
Application of Cooperative Learning Model Type Think Pair Share for Improved Communication.....	374
<i>Nurhasanah</i>	
Implementation Model of School Policy in Constructing Behavior of Troubled Students.....	378
<i>Khairati Purnama Nasution, H. Syaiful Sagala</i>	
Efforts to Improving Creativity and Mathematics Learning Outcomes of Students With SPLET Strategy.....	382
<i>Antoni</i>	
The Influence of Physical Education in Establishment of Self Esteem.....	386
<i>Yustinus Tarigan, Tarsyat Nugraha</i>	
The Improvement of Dance Art Learning Achievement for Deaf Students Through Total Communication Application (Gesture/Signal) in Sekolah Luar Biasa (SLB) - E Negeri Pembina Tingkat Provinsi Sumatera Utara.....	390
<i>Siti Maryam</i>	
Innovation of Media Video Compact Disc Instructional Pencak Silat for High School.....	393
<i>Marli Perangin-angin, Imran Akhmad, Agung Sunarno</i>	
Achievement Strategy of the Indonesian National Qualification Framework Based Curriculum Generic Description of Sport Education Postgraduate Program Universitas Negeri Medan.....	397
<i>Muhammad Supriadi Siregar, Nurhayati Simatupang, Albadi Sinulingga</i>	
The Effect of Teaching Styles and Motor Ability as The Result of Study Dribbling Football.....	401
<i>Muhammad Fajar Doli Siregar</i>	
Semantic Analysis of English Loan Words in Indonesian Electronic Paper (Analisa).....	404
<i>Putri Nurul Rahmadani Siregar</i>	
Analysis of Empowerment of Competence Sinergy on Optimization of Education System.....	408
<i>Rameyanti Tampubolon</i>	
Inquiry-Based Video Learning Media For Overcoming Student Learning Difficulty (Case Study at State Junior High School 3 Lubuk Pakam Deliserdang District).....	412
<i>Megawati</i>	

The Development of Mathematics learning Tool Oriented on Problem Based Learning to Enhance Mathematics Problem Solving Ability and Self Efficacy.....	416
<i>Solawati Nainggolan, Mulyono, Hasratuddin</i>	
The Effectiveness of Contextual Inquiry-Based Worksheet on the Matter of Fungi on Food Towards Students' Higher-Order Thinking and Science Process Skills of Biology Education.....	422
<i>Nurjamiah Siregar, Hasruddin, Syahmi Edi</i>	
The Function of Limits Mastery on Mathematics Learning Achievement in Derivative Subject at the Eleventh Grade of Madrasah Aliyah Yayasan Pendidikan Karya Setia Padangsidempuan.....	426
<i>Hasna Dewi Ritonga</i>	
Effect of Education Level, Income, Inflation on Community Consumption Pattern in North Sumatera Province.....	431
<i>Nelly Hutajulu, Fitrawaty, M.Fitri Rahmadana</i>	
Application of Problem Based Learning Model Assisted by Cabri Software to Improve Problem Solving Ability of Mathematics Students.....	437
<i>Ahmad Darmawan, Edi Syahputra, Kms. M. Amin Fauzi</i>	
Optimization of Academic Supervision Competence of High School Supervisor in Karo Regency with Critical Events Model (CEM).....	441
<i>Karyawan Keliat, Yasaratodo Wau, Irsan</i>	
The Concept of Physics Learning Media Based Computer Animation.....	446
<i>Ratna Tanjung, Mukhtar, Efendi Napitupulu</i>	
Cultivating Children's Critical Attitude with Educational Philosophy.....	451
<i>Daulat Saragi</i>	

The Effect of Organizational Culture on Working Disciplines of Madrasah Ibtidaiyah Head Master in Deliserdang

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Abstract. The quality of leadership of Madrasah principles are greatly determine the quality of learning in Madrasah. The purpose of this study is to answer the problems surrounding the influence of the organizational culture on the discipline of the head of Madrasah Ibtidaiyah in Deli Serdang. This study is a quantitative research with ex post facto design. The research is a survey method and to analyze one variable with other variables and in here used path analysis. The instrument of this research is a questionnaire with a Likert scale. Analysis of this path requires the existence of significant linear regression relationship between variables. Based on path analysis, path coefficient between x and y, it is obtained $p_{61} = 0.249$ and $t_o = 2.738$. For $N=113$. At a significance level of 5%, it is obtained $t_{table} = 1.658$. The calculation results produce $t_o > t_{table}$ ($2.738 > 1.658$). Thus H_o is rejected and H_a accepted, so it can be concluded that organizational culture directly affect the discipline of work.

Keywords: organizational culture, work discipline

I. INTRODUCTION

The Law of National Education System Number 20 Year 2003 states that National Education aims to develop the potential of learners to become human beings who believe and have piety to God Almighty, have a noble character, healthy, knowledgeable, capable, creative, independent, and become democratic citizens and responsible for the intellectual life of the nation[1]. According to Trilling and Hood (1990: 15) education is also a conscious effort because of the deliberate elements of the educator to develop the personality and potential of the children. Education lasts a lifetime in various settings such as family, school and community. As the times progressed, the twentieth century turned into a century of knowledge as mentioned by most people. Futurists refer to it as a century of knowledge because knowledge will be the main foundation of many aspects of life[2]. Education has such a vast role that is played in the arena and the formation of the nation's culture. The impact on education includes

curriculum, education management, education personnel, education strategies and methods. Furthermore, Trilling argues that there are eight major trends in Asia that influence the world: (1) from country to network, (2) from export demands to consumer demands, (3) from Western influence to Asian way, (4) from government control to the demands of the market, (5) from village to metropolitan, (6) from labor-intensive to technology, (7) from male dominance to female emergence, (8) from West to East. Rahman said these eight trends will affect the patterns of education. In this connection, education is challenged to be able to prepare human resources capable of facing the challenge of that trend without losing the values of the nation's personality and culture. The success of an organization (madrasah) is the success of a leader or principal. Rahman (2006:106) reveals that the head of a madrasah is a teacher (functional officer) who is appointed to occupy a structural position (head of madrasah) in school[3]. Wahjosumidjo (2002:83) added that the head of a madrasah is a functional teacher who is given the task of leading a school to run the teaching-learning processes, or a place where there is an interaction between the teachers giving the lessons and students receiving the lessons[4].

II. THEORETICAL FRAMEWORK

The principals of the madrasah is said to be successful in his leadership if they understand the existence of the madrasah as a complex and unique organization, and capable of performing their roles as principals. One of the roles in question is to influence and mobilize others to work towards the vision and the mission of the school without any coercion. Hadari and Nawawi (2006) stated that the success of leadership is determined by the ability to control a number of people into a solid team by Martin and Nawawi[5]. The same is also stated by Soebagia(2000) that the leadership of education requires a major concern because

through good leadership, qualified personnel in various fields as thinkers or workers who ultimately can improve the quality of human resources will be born[6]. In this regard, the quality of leadership of the madrasah principals will greatly determine the quality of the learning in madrasah. If the leadership quality of the madrasah principal is good, the implementation of the learning goes well and teachers work optimally. Based on the grand tour conducted in Deli Serdang District, there are some things that require serious attention within the issues of the improvement of work discipline of madrasahs principals, such as absenteeism, uniform use that is not in accordance with the rules, the inaccuracy of hours of entry and return of work, office neglect during working hours. The result of interview with the head of Madrasah Educat ion Ministry of Religious Affairs of Deli Serdang Regency on March 28,

2016 shows that the percentage of employee absenteeism is still high. It is also explained that there are many headmasters who do not meet the provisions of working hours, such as the office hours which are not in accordance with the schedule or even worse, leaving the madrasah during working hours. The results of the interviews with some head of Madrasahs, especially of private Madrasah Ibtidaiyahs who allegedly behave undisciplinedly, it is known that they show such behavior because of lack of satisfaction in their works. This is due to the increasing difficulty of meeting the family's life needs from the salary received. Other factors are due to the feeling of unfair treatment, lack of attention from leaderships, low guarantee of opportunity for promotion, and lack of positive recognition of work performance. Besides, there is a negative perception due to the in the amount of salary received, the opportunity to get a periodic salary increase between employees who show good performance and less good performance. If this is not handled correctly, the headmasters who show good levels of disciplines might be affected by less disciplined principals. In an organization, discipline is a very important factor needed to realize the goals of the organization because without good disciplines, an organization can not achieve high effectiveness and efficiency. Discipline is a positive behavior that essentially visible in the form of attitude, behavior and deeds in accordance with applicable regulations, both written and unwritten.

Hasibuan (2005) explained that the discipline of work is the awareness and willingness of a person to comply with the corporate rules and social norms that apply[7]. The same is also expressed by Gouzali (2006) who said that the discipline of work is interpreted as attitudes and behaviors of an employee embodied in the form of an employee's willingness with full awareness, sincerity without coercion in complying with and implementing all the rules and policies of the company in carrying out the duties and responsibilities as efforts to give maximum contribution in achieving the institution goals[8].

Carrell, Elbert, and Hatfield (1995) mentioned that discipline is the part that animates the overall management function in improving the performance of each individual and organization. This means that all activities undertaken without discipline will not produce a useful performance[9]. Different views, however, expressed by Dessler (2009) who argues that discipline is

interpreted as an exercise or education of propriety and spirituality and the development of the nature to encourage employees to behave carefully by obeying the rules and decisions[10]. This exercise or education is one of the foundations for members of an organization or group to be able to realize all its goals. This is because discipline refers to order by Jhon W. Newstrom (2007) [11].

While Darmodihardjo in Sinaga (2010) argues that the discipline of work is a mental attitude that contains the willingness of the heart that can be seen from the behavior to meet all the rules, regulations and norms that apply in fulfilling the duties and responsibilities within an organization[12]. Discipline, according to Suseno (2009), is a management activity to run the standards of the organization[13]. This means that the objectives determined and agreed upon by the members of the organization will be consciously achieved if they respect and enforce rules and regulations applicable within the organization. Colquit, Lepine, and Wesson(2009) in the form of a model called Integrative Model of Organization Behavior affirms that individual outcomes considered to influence performance behavior and organizational commitment consist of: job satisfaction, stress, motivation, trust, justice and ethics, and learning and retrieval decision[14]. Meanwhile, individual mechanisms are influenced by organizational mechanisms comprising organizational culture and organizational structure, group mechanisms, consisting of leadership styles and behaviors, leadership powers and influences, team processes, team characteristics, and individual characteristics, consisting of: personality and cultural values and abilities.

Based on this model, it is shown that performance behavior and organizational commitment is reflected in compliance and submission with respect to applicable provisions. This behavior is commonly known as work disciplines. Susilo mentioned that the factors affecting employee disciplines include motivation, education and trainings, leadership, welfares and discipline enforcement. Pratiwiningsi states that the factors of salary, leadership, motivation, and communication also affect employee's work disciplines. While Erawati in Bangsawan added that organizational culture, leadership, and compensation also influence employee's work disciplines. Based on the opinion of these experts above at least set the limitation that indeed many factors are considered to influence the disciplines of work, including commitment factors, organizational culture, motivation and organizational satisfaction consisting of: job satisfaction, stress, motivation, trust, equity and ethics, decision-making. Meanwhile, individual mechanisms are influenced by organizational mechanisms comprising, organizational culture and organizational structure, group mechanisms, consisting of leadership style and behavior, leadership power and influence, team processes, team characteristics, and individual characteristics, consisting of: personality And cultural values and abilities. Based on this model, organizational performance and commitment behaviors are reflected in obedience, submission and

compliance respecting the prevailing provisions commonly known as work discipline. Susilo (2007) mentioned that the factors that affect employee discipline include motivation, education and training, leadership, welfare and discipline enforcement[15]. Pratiwiningsi (2006) states the factors of salary, leadership, motivation, and communication affect employee work discipline[16]. The opinions of the experts above at least provide restrictions that there are many factors that are considered to influence the disciplines of work, including factors of commitment, organizational culture, motivation and satisfaction.

Organizational culture is also a determinant factor of a job satisfaction and work disciplines. Culture is defined as the order of knowledge, experience, belief, values, attitudes, meanings, hierarchy, religion, time, roles, relationships, space, the concept of the universe, material objects and possessions acquired by a large group of people from generation to generation through both individual and group's efforts. Culture tells employees about how things are done and what matters, in addition to what can or should not be done which can be said as a guideline used to run the activities of the organization. Lunenburg and Ornstein (2004) assert that organizational culture affects employee performance, organizational effectiveness, organizational structural processes and many other management or administrative processes such as motivation, leadership, decision making, communication, and changes[17].

Organizational culture also has a direct effect on work discipline. This is similar to the opinion of Moekijat (2002) who states that the discipline of work done by an employee arises because of the command discipline[18]. Command discipline is the discipline that is commanded. That is, the discipline that comes from a recognized power and uses the "scary" means of obtaining the exercise through the rules or culture within the organization. Thus, the discipline of employees is influenced by the culture within the organization. Frinaldi's (2010) research results show a positive relationship between organizational culture and work disciplines. Based on the theory and some of the above research results, duty commitment directly affects job satisfaction and work disciplines[19].

Kreitner and Kinicki (2004) define organizational culture as the glue of the organization that binds members of the organization through its adhered values, symbolic tools, and social goals to be achieved. A well-developed organizational culture can drive people within an organization to perform work activities. Unconsciously, everyone within an organization learns the culture that prevails in its organization. It is further said that the system of shared meanings, when examined more closely, is a set of key characteristics appreciated by the organization. Recent research relates to the characteristics suggests that there are seven essential characteristics of an organization's culture, namely: (1) Innovation and Risk Taking referring to the extent to which employees are encouraged to be innovative in taking risks. (2) Attention to detail refers to the extent to which employees are expected to show precision (accuracy), analysis, and attention to details, (3) Outcome orientation refers to the extent to which management focuses on results, not on techniques and processes used to achieving that results, (4) People's orientation refers to the extent to which management decisions affect people within the organization. (5) Team orientation refers to the extent to

which work activities are organized around teams, not individuals. (6) Aggressiveness refers to the extent to which people are aggressive and competitive rather than casual, (7) Stability refers to the extent to which organizational activities emphasize the status quo rather than growth[20].

Each of these characteristics takes place on a continuum from low to high. A composite image of an organization will be obtained using these seven characteristics. This description will then become the basis for a shared understanding of the organization, of how the affairs are resolved in it and how members are expected to behave. These characteristics can be mixed to create a very diverse organization. In line with this, Hofstede (1986) also argued that organizational culture has five main characteristics: (a) organizational culture which is an integral and interconnected unity, (b) organizational culture that is a historical reflection of the organization, (c) Organizational culture relating to things learned by anthropologists, such as rituals, symbols, stories, and personalities, (d) a socially constructed organizational culture, in the sense that an organizational culture is born out of a collective consensus of a group of people establishing an organization and, (e) organizational culture that is difficult to change [21]. In other words, a good organizational culture has a full power not only on individuals and their performance, but also on their work environments.

Culture can be viewed from the level of (1) artifacts and creations such as art, technology or behavior that can be observed; (2) values which are group norms in the form of social consensus or physical environment; and (3) assumptions which are beliefs, perceptions, feelings that are the source of action in the relationship between humans and the environments, human natures, human activities by William(1997) [22]. Culture is seen as (1) values/ norms referring to forms of statements about what the organization can and can not do, (2) assumptions refer to what is right or wrong by Owens(1991) [23]. Organization is defined as a consciously coordinated social unit consisting of two or more persons who function on a relatively continuous basis to achieve a common goal or set of goals. This means, the organization consists of people who interact with each other.

Organizational culture is the body of solutions, internal and external problems that are consistently carried out by a group and taught to new members as a perspective, not based on members but adhered to by its members. In general, culture is below the threshold of consciousness because it involves taken-for-granted assumptions about how one sees, thinks, acts and feels and reacts to his environment [23] (Robert Kreitner & Angelo Kinicki 2001). Organizational culture is the values and informal norms that control individuals and groups within organizations in interacting with each other and with organizations outside of the organization [24] (Jennifer M. George, & Gareth R. Jones 1996).

III. METHOD

This research is a quantitative research with ex post facto research design where the variables studied are not controlled and manipulated by the researcher, but the facts are expressed based on the measurement of symptoms or testing what will happen. The research method used is a survey method and to analyze one variable with other variables, path analysis is used. Analysis of this path requires the existence of a significant linear regression relationship between variables. This research was conducted in Deli Serdang Regency, North Sumatera Province. The time of study is planned from March 2016 until June 2017. The population in this research is 156 principals of Private Madrasah Ibtidaiyah in Deli Serdang regency. Sampling is done by taking into account the size of the population. The guidelines for determining the sample are Krejcie and Morgan tables in Sugiyono where a sample of 113 people.

IV. RESULT AND DISCUSSION

The results of testing requirements analysis indicate that the data research variables have met the criteria for statistical hypotheses and research hypotheses testings. Based on path analysis, path coefficient between X to Y, it is obtained $\rho_{61} = 0,249$ and $t_{\text{observed}} = 2,738$. For $N = 113$. At a significance level of 5%, it is obtained $t_{\text{table}} = 1,658$. The calculation results produce $t_{\text{observed}} > t_{\text{table}}$ ($2,738 > 1,658$). Thus H_0 is rejected and H_a accepted, so it can be concluded that organizational culture directly affect the discipline of work. The results of testing the tendency of organizational culture shows the high category of 26.55%, the medium category of 61.95%, the low category of 11.50% and the less category of 0%. Thus, it can be concluded that the organizational culture in this study tend to be moderate with

61.95% of respondents fall into the category of medium. If noted, the indicators for the formation of an organizational culture that includes order, hard work, honor and honesty have a moderate effect in influencing the work discipline of the principals of the madrasahs. Nevertheless, there are still indicators that need attention especially in relation to order and honesty. As is known, the head of the madrasah is the leader of the madrasah. Realizing this, the effort to create order in the presence and execution of the task becomes a necessity.

The test results of the trend of work discipline variables indicate that the high category does not exist, the medium category is 46.90%, the less category is 53.10% and the low category does not exist. Thus, it can be concluded that the discipline of work in this study is poor that can be seen from the aspect of obedience to the rules, awareness of the implementation of duties and responsibilities to the implementation of tasks. This needs to get the attention of the head of the Ministry of Religious Affairs Deli Serdang. This is a key aspect in relation to improving the work discipline of madrasah heads. The direct influence of organizational culture on work discipline is 0,062. Thus, organizational culture directly determines madrasah heads work discipline of 6.2%. These findings at least reinforce the view that the work discipline of madrasah heads is influenced by organizational culture. Schein (2004) defines organizational culture as a pattern of assumptions learned by

organizations in solving problems related to adaptation to the organization's external environment and internal integration between organizational units[25].

The findings of this study are in line with findings from Brahmāsari's research which conclude that the organizational culture applied by employees has an effect on the increasing attitudes and behaviors of employees' work discipline[26] (Daft 2010). Based on the results of his research, the organizational culture consists of values and implementation of the company's missions and visions. The organizational culture employed by employees has an effect on the increase of work discipline and employee performance. The results also support research conducted by Denison and Mishra on organizational culture, work performance and employee quality. The study shows that organizational culture affects the company's performance and employee quality. Organizational culture provides an identity to the individual as part of the organization. Furthermore, Denison (1995:204) said organizational culture will form collective values, mindsets and habits. It establishes behaviors that direct a person able to adapt to work effectively in accordance with company standards and provide a strong collective identity to the members of the organization. The results of this study indicate that organizational culture forming values, patterns of thought and collective habits that direct someone to work according to company standards which includes the attitude and behavior of discipline in work[27].

Based on the results of data analysis, findings and discussion of this study, it can be concluded that the organizational culture positively affects the discipline of the Head of Madrasahs Ibtidaiyah in Deli Serdang. The results of this study indicate that the direct influence of organizational culture on the work discipline of madrasah head is 0.021. The implications of the findings of this study is that a weak organizational culture and lack of clarity of rules in the organization may result in the madrasah's heads acting irrespectively. The action is an indication that the head of the madrasah has an indiscipline attitude. Conversely, if the madrasah has a good organizational culture, the heads of the madrasah will also build good habits. These habits will be embedded in the attitudes of the principals of the madrasah positively, affecting their attitudes and behaviors and make the principals of the madrasahs are accustomed to work according to the rules.

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