

Effect Of Leadership Function And Organization Cultural On The Performance Of Employees In The Field Of Academic University Ichsan Gorontalo

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Abstract: This study aims to identify and analyze the level of influence the function of leadership and organizational culture on employee performance in academic areas at the University of Gorontalo Ichsan either simultaneously or partially. The analytical method used is multiple linear regression. The sampling technique used in this research is purposive sample that is making the subject based on their specific purpose and techniques of data collection through questionnaire, observation, interview. The results showed that the leadership function variable (X1) significantly influence employee performance dependent variable (Y) to the direction of a positive coefficient of 0.298. The value of each additional 1% meaningful leadership function, the performance of employees increased by 0.298 or 29.80%. Variable organizational culture (X2) significantly influence employee performance dependent variable (Y) to the direction of a positive coefficient of 0.530. The value of each additional 1% means the culture of the organization, the performance of employees increased by 0.530 or 53.00%. testing the R2 value of 0.586 (58.60%) indicated that the contribution of independent variables consisting of a leadership function and organizational culture on employee performance.

Index Terms: Leadership Function, Organizational Culture, Employee Performance

1 INTRODUCTION

Ichsan University Gorontalo/UNISAN are managed by the Foundation for the Development of Science and Technology Ichsan Gorontalo. UNISAN is rapidly along with the development of computer technology, because originally UNISAN comes from the Institute of School Education in this case a course that consists of computer courses, Accounting and Typing. Gorontalo UNISAN headed by a rector and assisted by Vice-Chancellor (WR) which each have different tasks and functions that could be coordinated with the rector in the academic field, finance, student affairs, as well as the field of development and cooperation. UNISAN Gorontalo as Colleges under the coordination KOPERTIS Makasar region IX, should make breakthroughs that can compete with private and state universities in Gorontalo wider national and even international level. Facilities and infrastructure a priority of a leader to develop the existing facilities in order to more effectively and efficiently because the private financing is still without help from the government. The forefront in the development of the college are employees of UNISAN Gorontalo. In carrying out their duties as employees can develop its resources to support the performance in order to more professional work. Eg lecturers in Gorontalo UNISAN may increase its resources to support its performance, especially in teaching. Rector in cooperation with the Foundation has sent professors to study at various universities nationwide to take the Masters program (S2) and Doctoral (S3) for lecturers who are still educated Bachelor S1. Rector also provides the opportunity for administrative staff to develop the resources to take graduate courses in environmental UNISAN Gorontalo.

Leadership or leadership is the ability to influence others to cooperate in accordance with the plans to achieve the goals set. Thus the leadership plays an important role in management, even the leadership is the essence of management. Leadership comes from the lead which contains two main points, namely the leader as the subject and led as objects. Said lead implies directing, fostering, or organize, and show or influence. Leaders have a responsibility, both physically and spiritually against the success of the work activities. An effective leader is a responsive means to be responsive to any problems, needs, hopes, and dreams of those they lead. In addition, leaders are always active and proactive in finding solutions for any problems or challenges faced. An effective leader is a coach or a companion for those they lead (performance coach). This means that leaders have the ability to inspire and encourage his subordinates in planning (including an action plan, target or targets, plan resource requirements, etc.) perform daily activities such as monitoring and control, and evaluate the performance of subordinates. In conjunction with the social, cultural according to Gordon (1991) in Nawawi (2015: 70) serves as a social glue that helps unite the organization by providing the proper standard for what should be said and done by the employees. Finally, culture serves as a mechanism maker of meaning and control that guides form the attitudes and behavior of employees of a corporate culture that is cohesive or effective reflected on trust, open communication, leadership is getting input, and is supported by a subordinate, problem-solving by groups, independence and exchanges of information, Organizational culture has four basic functions according to Nelson and Quick (1997) in Nawawi (2015: 70) is the equation of identity and increase organizational commitment, tool organizers members, strengthen the values of the organization and mechanisms of control over the behavior of a strong culture put our trust, behavior behavior and way of doing things, unquestionably. Therefore rooted in tradition, the culture reflects what was done, and not what is in effect. Organizational culture for employees interpreted as implementation guidelines and technical instructions. An

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organizational culture encourages employees to achieve job performance or productivity is better. Thus, employees have or know for certain about his career in the organization so as to encourage them to be consistent with the duties and responsibilities. Improved environmental performance of employees in UNISAN Gorontalo leader is none other than to increase the duties and functions as an employee. In general, the concept of performance can basically be viewed from two aspects, namely the performance of employees (per individual) and organizational performance. Employee performance is the work of individuals within an organization while the performance of the organization is the totality of the work to accomplish an organization. Employee performance and organizational performance has a very close relationship. Achievement of organizational goals can not be separated from the resources owned by an organization that is driven or run employees play an active role as actors in achieving these goals. Sinambela, et al (2011: 136), suggests that the performance of employees is defined as the ability of employees to do something specific expertise. Employee performance is necessary, because with this performance will be known how far the ability of employees to carry out the tasks assigned to them. It is necessary for the determination of clear and measurable performance and set together to be used as a reference. Individual performance is defined as the individual's ability to do something with a certain expertise. In line with these opinions, Stephen Robbins suggests that the performance is defined as the result of an evaluation of the individual work performed compared to the criteria established jointly (Robbins, 2006: 439). Both concepts above shows that an individual's performance is necessary, because the performance will be the extent of this person's ability to carry out their duties. To find it necessary to determine the criteria specified achievement together. The focus of the problem in this research are:

- 1) Is leadership function effect to employee performance in academic areas at the University Ichsan Gorontalo.
- 2) Does organizational culture influence on employee performance in academic areas at the University Ichsan Gorontalo.
- 3) What is the function of leadership and organizational culture influence simultaneously on the performance of employees in the academic field in the University Ichsan Gorontalo.

2 THEORETICAL REVIEW

2.1 PERFORMANCE

Good performance will be affected by two things: the ability and motivation to work well (Mitchell, 1978: 152) in Sinambela (2012: 9), the ability of a person affected by the understanding of the types of jobs and skills to do so, therefore one should be able to increase the ability and skills. Besides contributing to the performance of work motivation can not be ignored. Although the ability of employees is very good when it works low motivation, of course, its performance will also be low. Thus Mitchell formulate performance is a function of the ability multiplied by motivation. Mathematically Mitchell (1978: 152) formulated as follows:

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

The formula is explained that an employee's performance is

equal to the employee's ability to perform the tasks assigned to him multiplied by the motivation shown to perform these tasks. In this case the ability without motivation is not necessarily able to complete the task well, so high motivation that employees without adequate knowledge it is not possible to achieve good performance. The achievement of organizational goals or not will be determined by the extent of employee understanding and acceptance of the organization's objectives. What is meant by the organization's goals is a target to be achieved by the organization for a certain period of time. Objectives should be clearly formulated so as not to confuse the employee on its accomplishment. Each employee who enters an organization must have a different purpose, such differences must be understood and managed by the leadership for the achievement of organizational goals.

2.2 Leadership Functions

According Kadji (2008), Leadership or leadership is a dynamic energy to the resources and tools, as well as humans in an organization. Thus the importance of the role of leadership in an attempt to organizational objectives, so it can be said that the success or failure experienced by an organization in the perspective of public policy implementation, largely determined by the quality of leadership that are owned by people who are entrusted with the task of leading the public organizations it. A good leader focused on whether he (had confidence and character that are reliable), what he knows (jobs, tasks and human nature), and what it does (execute, motivate and provide direction) as well as what is in your affairs in implementation policy, a public organization. In this stage, it can be emphasized that a good leader is a person who not only carry out their own actions that are strategic, but a good leader, especially in the perspective of public policy implementation, at least be able to realizing, implementing the four leadership function, which is described below:

- Leaders As Coordinator

Kadji (2008), A leader can also be called as coordinator to carry out the tasks of coordination in the management of public policy implementation. In the perspective of contemporary management, the philosophy of coordination tasks according to the author, most manifest in three main dimensions, the formula is as follows:

$$K = H + S + I$$

Information:

K = Coordinate; H = Harmonization; S = Synchronization; I = Integration.

Strictly speaking, coordination (K) good would be achieved in a comprehensive manner, if created condition harmonization (H), there is synchronization (S), and the reliability integration (I) policy program with the support of human resources and adequate facilities for the public interest in a management perspective the implementation of public policy. Thus, the formula $K = H + S + I$, will be bid contemporary authors in view of existence of leaders and leadership in public policy implementation perspective.

- Leaders As Facilitator

Kadji (2008), A leader must be able to know what is required by the organization and implementor of policies to produce

something that can be controlled by a leader, how well a leader makes an easy road passed by the implementor to improve achievement and performance, creating opportunities to the satisfaction of the needs of the implementor that is more likely to achieve productivity. As a facilitator, a leader not only to convey information to the implementor of policies, but should be a facilitator who put forward the principle of "to Facilitate of working" (facilitating the work) to the implementor policies, so that they can work in a pleasant atmosphere, excited, full spirit, not anxious, and dare to express opinions openly, as the capital base for the implementor to develop and be ready to adapt, face a variety of possibilities and challenges. Thus a leader in clicking implement a public policy, it should have and apply the following things: a) no exaggeration to hold opinions and beliefs, or less open, b) can better listen to the implementor of policies, especially concerning the aspirations and feelings, c) be willing and able to accept the idea of the implementor of innovative and creative, even as difficult though, d) increased attention to the relationship with the implementor of policies, e) can receive feedback, both of which are positive and negative, and to accept it as the views were constructive for the sake of the development of the role of the organization he leads, f) tolerance of the mistake by the implementor policy for that error can still be improved for the benefit of the successful implementation of a public policy, and g) the achievements and performance policy implementor as efforts to increase the productivity of an organization.

- Leaders As Motivator

Kadji (2008), Leadership is a complex process in which a leader can influence policy implementor unfuk achieve a vision, mission, task, or objective and directs the implementor by making conditions more cohesive organization. Wirjana (2007: 11) argues that the leadership will be effective when: "a leader can inspire, support and motivation to the lead to cooperate, act for the purposes and in doing so led to experience leadership development process, so that someday they will be able to be a leader". As a motivator, then the leader must be able to direct and encourage the conduct or the wishes of the implementor to implement any organizational policies. In this dimension, a leader can do things such as: i) rewards are worth the implementor which has good performance and a good performance, ii) otherwise consistent also in applying sanctions to implementor were negligent in their duties, iii) as a leader capable of provide exemplary, to be followed and adhered to by the implementor policy because between attitudes, behaviors, and actions of a leader must keep pace one word in action. As a motivator in the perspective of policy implementation, then a leader should be able to evoke the spirit and motivation of the implementor of policies, thus causing a change in energy that is in the implementor, both related psychosis, feelings, and emotions, and then to act or carry out any work within the framework of achieving the goals set.

- Leaders As dynamist

Kadji (2008), In this dimension of leadership process boils down to the existence of a leader who has the will and ability to change, have an attitude that is dynamic and not static. This is necessary because in reality all changed, and that does not change is change itself. Therefore, a leader in carrying out the tasks of leadership, then a leader must be able in creating a

conducive atmosphere that is fun for all staff or implementor of policies by Fiedler that "in the very favorable conditions in the which the leader has power, informal backing, and a are relatively well structured, task, the group is ready to directed, and the group expects to be of toll what to do ". Leadership is a complex process in which a leader can influence policy implementor to achieve a vision, mission, task, or objective and directs the implementor by making conditions more cohesive organization. Wirjana in Kadji (2008: 70-71), suggests the leadership will be effective when: "a leader can inspire, support and motivate the employee to work together, to act for the purposes and in doing so led to experience the process of leadership development , so that later though will be able to be a leader". As a motivator, then the leader should direct and encourage the conduct or the wishes of the implementor to implement any organizational policies. In this dimension, a leader can do things such as: i) rewards are worth the implementor which has good performance and a good performance, ii) otherwise consistent also in applying sanctions to implementor were negligent in their duties, iii) as a leader capable of provide exemplary, to be followed and adhered to by the implementor of policies, because the attitudes, behaviors, and actions of a leader must go hand in hand, one word in action.

2.3 ORGANIZATIONAL CULTURE

The function of culture in general, difficult to distinguish from cultural function group or organizational culture, because culture is a social phenomenon. According Ndraha (1997: 21) there are some cultural functions, namely: a) as the identity and image of a society, b) as a binder of a society, c) as the source, d) as a driving force, e) as the ability to create value-added, f) as a pattern of behavior, g) as a legacy, h) as a substitute for formalization, i) as a mechanism of adaptation to change, j) as a process that makes the nation congruent with the State so that the nation-state is formed. Various literature defines that organizations with different versions of Stephen P. Robbins example, says "that organizational culture refers to a system of shared meanings formed by members of the organization as well differentiator with organizations. System meaning together, comprise a set of main characteristics value -the value of the organization (a system pf shared meaning held by members that distinguishes the organization from other organization. This system of shared meaning is, on closer examination, a set of key characteristic that the organization values) by Robbins (2006) then these characteristics divided by seven (7) types such as: 1) Innovation and the courage to take risks, 2) attention to detail, 3) orientation results, 4) Orientation man, 5) Orientation team, 6) Aggressive, and 7) Consistency.

3.0 RESEARCH METHODS

This study used quantitative research using the "survey". As noted by Sugiyono (2014: 8) that the quantitative research is a research method that is based on the philosophy of positivism, is used to examine the population or a particular sample, data collection using research instruments, analysis of quantitative data/statistics, with the aim to test the hypothesis that set. In line with Sugiyono (Riduwan, 2010: 65) says that the survey is research taking sample from a population and using questionnaires as the principal means of data collection. In this study the variable in question is a function of leadership, organizational culture and employee performance. In this

quantitative study, the determination of the number of informants to be used rather than on quantity, but based on the quality of information provided over the entire statement in the research. This study design model for the dependent variable Y and the independent variables are X1 and X2.

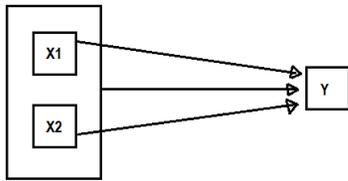


Figure 1. Design of the study

4 RESULTS AND DISCUSSION

1. Reliability Test Results

Reliability test is intended to measure the reliability of measuring devices by providing the same relative score on a respondent, although respondents do it in a different time. The technique used in the test of reliability is Cronbach Alpha (α). Reliability measurement is done by one shot or measurements once with SPSS statistical tests Cronbach Alpha (α). Each item statement is said to be reliable if it gives the value of Cronbach Alpha (α) > 0.60 (Ghozali, 2009). Reliability test results, showing that all variables have a large enough alpha coefficient is above 0.60 so that it can be stated all the concepts of measuring each variable of the questionnaire is reliable so as to further items on each variable is eligible to be used as a tool measuring.

2. Accuracy Testing Results Model R2

The coefficient of determination used to test the accuracy of the regression model, namely the influence of independent variables to variable dependent. Based on table below it can be seen that nilai R2 adalah of 0.586 or 58.60%. These results indicate that contribution of independent variables together (simultaneously), which consists of a function Leadership and organizational culture that can be contributed to changes in the dependent variable variation of performance employee 0586 or 58.60%, while the remaining 0,414 or 41.40% influenced by other variables outside the model. These results are included in the low category.

Table 2. Testing R2

Model Summary ^b					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.765 ^a	.586	.563	6.46400	1.804
a. Predictors: (Constant), X2_organizational culture, X1_Leadership Function					
b. Dependent Variable: Y_Employee Performance					

Source: Data Processed SPSS 21

3. Testing Results Partial (T test)

Partial testing is intended to determine whether the independent variables partially significantly affect the dependent variable. For the partial test used t-test. The results of statistical calculations on the partial testing are shown in the following table. Leadership function (X1) based 3di table above shows sig value 0,048 (4.8%). These results are

compared with the value α used in the amount of 5% is still smaller so variable Leadership function (X1) is a significant effect (sig <5% of the value of α). Thus the partial hypothesis "Leadership function affects the performance of employees" Ichsan Academic Affairs at the University of Gorontalo, accepted. Variable organizational culture based on the table above shows the sig value 0,001 (0.1%). These results are compared with the value α of 5% is still smaller so variable organizational culture (X2) is a significant effect (sig <5% of the value of α). Thus the partial hypothesis "organizational culture influence on employees' performance" academics at the University of Gorontalo Ichsan, accepted. Based on the results of data analysis and hypothesis testing Leadership variables influence function (X1), and Cultural Organization of the Employee Performance (Y) can be described in the model equation as follows:

$$Y = 2,804 + 0,298X_1 + 0,530X_2 + 0,414\epsilon \text{ dengan } R^2 = 0,586$$

Based on the model of the equation, it can be explained as follows:

- 1) Figures constant of unstandardized coefficient which in this study was 2,804. This figure has no meaning if there is no additional leadership and organizational culture function, then the amount of the employee's performance will be as big as 2,804.
- 2) Variable Leadership Function (X1) significantly influence employee performance dependent variable (Y) to the direction of a positive coefficient of 0.298. The value of each additional 1% meaningful leadership function, then the Employee Performance increased by 0.298 or 29.80%.
- 3) Variable Cultural Organization (X2) have a significant effect on the dependent variable Employee Performance (Y) to the direction of a positive coefficient of 0.530. Values are means each additional 1% Cultural Organization, the Employee Performance increased by 0.530 or 53.00%.
- 4) The value R2 of 0.586 (58.60%) indicated that the contribution of independent variables consisting of a leadership function and organizational culture on employee performance.
- 5) Value of 100% - 58.60% = 41.40% or 0,414 shows the influence of other variables outside the model that influence the main variable employee performance.

3 DISCUSSION

Function Leadership on Employee Performance

Partial test results showed that the leadership function affect the performance of employees with the direction of a positive coefficient of 0.298 (29.80%). The value of each additional 1% meaningful leadership function, the performance of employees will be increased by 0.298 (29.80%). Based on these results the second hypothesis which states "Leadership function (X1) partially affect the employee's performance" acceptable. Based on the research results can be explained that the leadership function is implemented in UNISAN Gorontalo in the academic field, basically they should be further enhanced to reduce the level of employee performance. This is reflected in the results of the research revealed that most of the average respondent was very positive in giving answers to the revelation given. Leadership function built is a process within an organization involving the lower level leaders like Dean,

Kaprodi, Kasubag in determining policy leaders who become their responsibility. This is in sync with the research results Dewangga Aryadhuta Vishnu, 2013, which argued that: a leader must be able to manage his leadership style to the employee in order to improve performance in its function as a public servant campus power leads to excellent service.

Organizational Culture Impact on Employee Performance

Partial test results indicated that organizational culture significantly influence employee performance with the direction positif coefficient 0.530 (53.00%). The value of each additional 1% means the culture of the organization, then increase the performance increased by 0.530 (53.00%). Based on these results the third hypothesis which states "The organizational culture (X2) partially affect the employee's performance" acceptable. Based on the research results can be explained that the organization culture applied in Gorontalo Ichsan University academic, basically they should be further enhanced to reduce the level of employee performance. This is reflected in the results of the research revealed that most of the average respondent was very positive in giving answers to the revelation given.

Leadership function and organizational culture influence on employee performance

Based on the results of data analysis showed that the contribution of leadership and organizational culture function simultaneously (together) affect the performance of employees is 58.60% and is therefore the first hypothesis stating "leadership function (X1) and organizational culture (X2), simultaneously effect on employee performance" unacceptable. These results are included in the category of low and shows that the role of leadership variable function and organizational culture in Gorontalo Ichsan University still needs to be further enhanced to the maximum to suppress the practice of employee performance. It is seen in which the contribution of leadership function showed significant influence on employee performance of 29.8%. Organizational culture variables significantly influence employee performance with the direction of a positive coefficient of 53.00%. The results of this study is similar to the results of research Uus Md Fadli, et al. 2012 which outlines that job satisfaction reflect one's feelings toward his work, is seen in the positive attitude of employees towards work and everything encountered in the work environment, then the leader must constantly monitor job satisfaction, because it affects absenteeism, labor turnover work motivation, complaints, and other vital issues.

5 CONCLUSION

Based on the analysis conducted on 40 respondents at the University of Gorontalo Ichsan it can be concluded as follows: a) Variable leadership function (X1) significantly influence employee performance dependent variable (Y) to the direction of a positive coefficient of 0.298. The value of each additional 1% meaningful leadership function, the performance of employees increased by 0.298 or 29.80%. b) Variable organizational culture (X2) significantly influence employee performance dependent variable (Y) to the direction of a positive coefficient of 0.530. The value of each additional 1% means the culture of the organization, the performance of employees increased by 0.530 or 53.00%. c) Leadership function and organizational culture have a significant effect on the dependent variable employee performance.

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