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DESIGN OF LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, MOTIVATION TO LECTURER PERFORMANCE UNIVERSITY OF BATAM, INDONESIA

Jemmy Rumengan and *Chablullah Wibisono

Department of Management, Faculty of Economics, University of Batam, Indonesia

ABSTRACT

The purpose of this research is to know and analyze the Determination of Leadership, Organizational Culture, and Work Motivation on Work Performance of the University of Batam. The research method used is survey method with causal technique because of determination of some variable to Lecturer Performance. The population is Lecturer at the University of Batam and the number 114 Lecturers. The sample size was 114 lecturers with the sampling technique used by the census. This study uses questionnaire instruments to measure four variables: Leadership, Organizational Culture, and Lecturer Motivation, and test tools to measure variables using Performance as an Intervention variable. These devices have been piloted before being used to collect data, and the results of each instrument are valid and reliable. The data analysis technique uses one lane analysis, which is used to test the significance of each path coefficient. The result of this study is that Leadership determination significantly on Performance, Organizational Culture determination not significant to Performance, Motivation determination considerably to Performance, Leadership, Organizational Culture and Motivation determination substantially to Performance. The conclusion of this research is Leadership, Culture Organization, Motivation as an essential variable that determines the performance of lecturers. Therefore, the above variables should get attention from the leaders of the University of Batam to improve the performance of lecturers.

INTRODUCTION

In line with the progress of science and technology determiner to sources of information and is a vital issue in the survival of an educational institution, as well as the role of the leader as the driving organizations towards achieving the goals. Leadership is no longer seen as the leader of a man, but also a leader of change. A leader does not only affect the subordinate but as a central point, that determines the direction of travel of the organization about the range of possible changes in the organizational environment. Factors leadership styles, corporate culture and work motivation, has become a center of inspiration and aspiration for the establishment of the performance of lecturers, because the style of leadership, organizational culture, and work motivation is a factor that is most harmonious and dynamic among the many factors that affect the performance of lecturers in an organization.

*Corresponding author: **Chablullah Wibisono**
Department of Management, Faculty of Economics, University of Batam, Indonesia.

Corporate culture is a common perception that is believed by members of the team. Organizational culture is characterized by the core values of the society adopted with active, well organized, and shared widely perceived (Robbin, 2006). More and more members of organizations receiving core values, approving the ranks of importance, and feel very tied to the team, the more powerful organizational culture. A high culture of consensus behavior will increase so that religion can be a powerful means to control and act as a substitute for formalization. The existence of a collective feeling and intensity level that allows control behavior value is very high so that a powerful cultural influence can be directed positively to improve performance. Batam University is an educational institution that has a long-term development strategic plan aimed at putting the education system, responding to global challenges in a professional who has a value-added value as well as their management education management more efficient and fission. Scope This arduous task requires lecturers who can perform the work as well as possible, practical, and acting following the labor standards that have

been set. To improve the performance of lecturer at the University of Batam, required authoritative and robust leadership in managing educational institutions. A leader must be able to move the lecturers so that the work plan has been created and defined objectives can be achieved optimally. A leader can guide the lecturer about what should be done and how to do it, schedule jobs and maintain employment standards. In other words that the leader of a motorcycle or driving power of all activities to achieve organizational goals that have been set previously. Sehubungan with the matter, the study is intended to examine the leadership styles and cultural society together related to work motivation. From the results of this study are expected to formulate a strategic concept and practice of leadership styles, organizational culture and work motivation which affect the performance of lecturer at the University of Batam.

Research purposes

- To determine the leadership style of the performance determiner Lecturer at the University of Batam.
- To determine the performance of the organizational culture determiner Lecturer at the University Batam
- To find the motivation to work on the performance determiner Lecturer at the University of Batam.
- To determine leadership styles, organizational culture, and work motivation determiner simultaneously on the performance of lecturers at the University of Batam.

Study on theory and method

Leadership Style

Leadership by Robert Kreitner and Angelo Kinicki, (299, 2007), that direction as a social determination process where leaders seek the voluntary participation of subordinates in an attempt to achieve organizational goals. While Tom Peters and Nency Austin in Robert Kreitner and Angelo Kinicki, (2007), describe leadership in a broader sense that leadership means vision, encouragement, enthusiasm, confidence, passion, obsession, consistency, use of symbols, and concern about how to illustrate and organize subordinates. Leadership must exist at all levels of the organization. Direction by John Kottler in Robin, (312, 2006) on overcoming complexity, that direction brings a message and consistency to describe a formal plan, design the organizational structure with well and keep an eye on the results according to a method. Leaders also can cope with change and build a vision of the future. So Robin concluded that leadership as the ability to determine group towards the achievement of objectives. A Leadership by Robert Baron (2003: 471), is the process by which an individual determination other group members regarding the performance of the goals set group or organization. The method of leadership, where one leader determination followers in a way that does not force to achieve goals. Based on the above definition, it can be concluded that the leadership has several implications, namely:

- Leadership means involving people or other parties, namely the employees or subordinates (followers). The employee or assistant must have a willingness to receive direction from the leader. However, in the absence of employees or subordinates, leadership will not be there as well.

- An active leader is someone with his power (his or her ability) was able to inspire and motivate followers to achieve satisfactory performance. The power possessed by leaders may be derived from:
  a. *Reward power*, Which is based on the perception of subordinates that the leader has the ability and resources to reward assistants who follow the directives leaders.
  b. *Coercive power*, Which is based on the perception of subordinates that the leader can provide penalties for assistants who do not follow the directives leaders
  c. *legitimate power*, Which is based on the knowledge of subordinates that the leader has the right to use its determination and authority.
  d. *Referent power*, Which is based on the identification (recognition) subordinate to the figure of the leader. Leaders can use determination of his characteristics, his reputation or charisma.
  e. *Expert power*, Which is based on the perception of subordinates that a leader is a person of having the competence and have expertise in the field. Leaders can use forms of power or different powers to a determination of subordinate's behavior in various situations (French and Raven in Daryanto and Henry Arief Daryanto KS).
- Leadership should have the honesty to oneself (integrity), the attitude of responsible sincere (compassion), knowledge (cognizance), the courage to act following the faith (commitment), trust in yourself and others (confidence) and the ability to convince others (communication) in building the organization.

Fiedler model is based on the assumption that the performance of a leader depends on two interrelated factors, namely:

- To what extent the situation gives control and determination to the head, which is the tendency that the leader can complete the task.
- The primary motivation of the leadership, whether pride led mainly dependent on the completion of the task or the acquisition of the support and close relationships with others.

Leadership styles identified by the House, namely:

- *Directive leadership* (Leadership directive or direct), the method of administration that guides employees about what should be done and how to do it, schedule jobs and maintain employment standards. In this style, subordinates do not have participatory.
- *Supportive leadership* (Leadership support), the style of leadership that shows concern for the welfare and needs of employees, being friendly and approachable, giving a lot of attention, as well as treating employees as equals with him.
- *Participative leadership*(Participative leadership), which is the style of leadership in consultation with employees and their ideas serious consideration when making decisions. But the decision is the authority of the command.
- *Achievement-Oriented Leadership* (Achievement-oriented leadership), which is the style of leadership that

encourages employees to perform at their highest level by setting challenging goals, emphasis on perfection, and shows the confidence in the ability of employees.

Four leadership styles used to cope with environmental factors. Leaders strive determination perception and motivation of subordinates with legal clarity, goals are expected, as well as satisfaction and performance. Individually, the things that can be done by the leadership are:

- Generating subordinates to achieve results under the supervision of the administration.
- Increase employee compensation upon achievement of the performance
- Create a path so that the calculation of payment can be quickly delivered.
- Helping subordinates to explain its expectations.
- Reducing the work frustrating
- Increase opportunities for personal satisfaction to the effectiveness of the performance.

Culture Organizations

One organization compared to other agencies can be more authoritarian or democratic; very attached rules or informal; innovative or reject the changes; could receive diversity or anti-diversity; or can bring the atmosphere of a friendly or unfriendly (Harry Surjadi, 2008). Understanding the culture is a set of values, guiding beliefs of a thing, understanding and way of thinking are brought together by the members of the organization and accepted by the new members. So the culture of the team is the application of values in a society that is concerned, working under the auspices of an organization (Duncan in Kasali, 2006: 108). Founding philosophy is the primary source of an organization's culture, meaning that the founders of the team have traditionally had a significant impact on the formation of the early literature of the body. They have a vision and mission about what the organization is supposed to (Robbins, 2006: 486). According to Robbins (2006), there are ten essential characteristics that when combined will be a culture of an organization. Tenth these features are:

- **Individual initiative:** The extent to which responsibility, freedom and lack of dependence (independence) owned by individuals.

- **Risk tolerance:** The extent to which employees are encouraged to be aggressive, innovative, and challenging (facing) risks.

- **Briefing:** The extent to which organizations define clear objectives and expected performance.

- **Integration:** To what extent are given incentives to units within the organization to operate in a coordinated manner.

- **Management Support:** The extent to which the manager (director) provide communication, assistance, and support clear to his subordinates.

- **Control (supervision):** The number of rules and regulations, as well as the amount of guidance, direction (the direct supervision) which is used to observe and control the behavior of employees.

- **Identity:** The extent to which the members were familiar with the organization as a whole, instead of working groups or specific professional expertise.

- **Reward systems (payment systems):** The extent to which reward (i.e., salary increases, promotions) is carried out based on the achievements of employees, it is contrary to the provision based on seniority, favoritism, and others.

- **Tolerance Conflict:** The extent to which employees are encouraged to eliminate the conflict and openly criticized.

- **Communication patterns:** The extent to which the restriction of organizational communication to the formal hierarchy of authority.

Work motivation

Motivation comes from the Latin word movere which means a push or move (Porter, Bigley and Steers, 1, 2007). Motive questioned how the power and potential directing subordinates to want to work together productively and successfully achieve and realize the objectives that have been determined. According to Gibson, Ivancevich, and Donnelly (185, 2006), that motivation is the driving force that arises from an employee that drives and directs behavior. It explains the difference in the intensity of expression (the response that is more intense as a result of a higher level of motivation) and indicates the direction of action (direct action as needed). According to Jones, Garrett, R. in Jamaluddin Iskak, Susi Indriani and Yan Rahadian that motivation is the psychological power of a person, who determination behavior towards the person in a company, the level of effort and fighting spirit level (resistance) in the face of obstacles (problems). There are three essential things in motivation, namely:

- Motivation is very determination individual's personality, abilities, values, attitudes, feelings, perceptions, and attributes possessed by each. Untu was then to optimize the work of individuals in the achievement of organizational goals, then head of the company should understand well the individuals who are in the business.
- Motivation includes the dimensions of 'output' and 'process' is not limited to what causes a person to do something, but also the direction and magnitude of the level of effort.
- Motivation determination by external factors which can become a bottleneck process of motivation and attitude of each commitment face these obstacles.

According to Robin (155, 2007, that motivation is a process includes responsibility intensity (intensity), the direction (direction), and persistence (persistence) of an individual to his attempt to achieve a goal. Motivation is associated with the effort toward achieving the goals. Three essential elements in this definition are:

- Intensity (intensity) is related to how seriousness someone to attempt or try. This aspect is the most focused by researchers when talking about motivation. However, the power is a drive towards improved performance.
- Tutorial (direction) is consideration of business to improve quality. The effort is directed at an organization's goals and consistent with that goal.
- Perseverance (persistence), which measures how long an individual can maintain their business. Managing a business is that the motivation of individuals remains at him in doing the task long enough to achieve its objectives.

In more detail, that this theory focuses on three crucial relationship pattern (Robin, 171, 2007), namely:

- Effort-performance relationship (Effort-performance relationship) is the relationship between effort (input) and the resulting performance (output). In other words, that particular attempt will produce a specific performance or performance can be achieved through individual business anyway.
- Relationship-performance compensation (Performance-reward relationship), namely the relationship between the performance of the award, it means that achieve a specific performance will obtain a particular prize or a specific award will only be given to people who can make sure performance levels.
- Relations compensation-purpose individual (reward-personal goals relationship), namely the relationship between reward and fulfillment of the needs of the individual worker, it means the level where the award obtained has met the objectives or personal requirements, or can also award a necessity and attraction for each.

Employee performance

Performance evaluation factors are measured in the process aspect assessment individual performance. According to Handoko Kartjantoro Cascio in 2006, the assessment factors consists of four main elements, namely:

- The work, that employee success in the execution of work.
- Behavior, namely the aspect of behavior Lecturer in carrying out the work.
- Competence, ie proficiency or mastery Lecturer on task demands and positions.
- Potential, namely the observation of the ability of future lecturers.

A crucial aspect of performance assessment is factored Assessor itself (Cascio in Karjantoro Handoko, 2006). There are some principles in selecting elements into ratings, namely:

- *Relevance*, Ie there must be compatibility between assessment factor with the objective assessment system.
- *Acceptability*, Which can be accepted or agreed Lecturer.

- *Reliability*, I factor assessors must be reliable and measurable employees.
- *Sensitivity*, Which can distinguish between good performance and poor performance.
- *Practicality*, Which is easily understood and applied.

METHODS

The research method used survey method with Path Analysis 1 Line, to study the causal relationships between variables, both the influence of direct, indirect and total control. The study population is all existing employees working at the University of Batam; there are 114 lecturers at the courses (there are 18 courses). The research sample is determined 114 lecturers, and the determination of the members of the example is done by using a simple random sample with Mechanical Census. Before the use of data collection, instruments trials conducted with the instrument test the validity and reliability coefficient calculation. Tests performed on respondents 20 employees, and the respondent employees who have been used for the analysis is no longer used for data collection research respondents. Because the grain scale is a scale of five such Likert scale models, then test the validity of using the product moment correlation, while calculating the reliability coefficient of the instrument by using Cronbach's alpha. Data analysis techniques using descriptive statistics for the presentation of research data. And inferential figures by using path analysis techniques, and test hypotheses, and checking the path coefficient of direct effect, and indirectly, as well as the total impact. Data were analyzed using manual, SPSS.

RESULTS AND DISCUSSION

Normality Test

Testing normality did use the Kolmogorov-Smirnov test calculations. Guidelines for decision-making by the Kolmogorov-Smirnov test on these data approach or normal distribution can be seen from the value Asymp Sig. (2-tailed), i. e., when Asymp Sig. (2-tailed)> 0. 05, data distribution is normal. Meanwhile, if the value Asymp Sig. (2-tailed) <0. 05 then distribute the data is not normal. Normality test results using the Kolmogorov-Smirnov test can be seen in Table 1.

Table 1. Normality Test Results

No.	Variable Data	Asymp value Sig. (2-tailed) (Or p-value)	Criteria If the value p> 0.05, Thank Ho.	Conclusion
1.	Leadership	0179	p> 0.05	Normal
2.	Organizational culture	0087	p> 0.05	Normal
3.	Motivation	0228	p> 0.05	Normal
4.	performance	0147	p> 0.05	Normal

Sources: Primary data are processed, 2016

The basis for a decision

Ho.: The data samples come from populations with normal distribution

Ha.: The sample data come from populations not normally distributed

Based on the normality test results it appears that the value Asyimp Sig. (2-tailed). In all groups of the study design was greater than the probability value (p) is 0:05. It can be

concluded that the study sample data came from a normally distributed population.

Linearity Test

Linearity test is done by calculating a regression model F using SPSS 23. 0 software. But first, the results of the questionnaire answers ordinal data into interval scale improved the measurer using Method of Successive Interval (MSI).

Having obtained the value of F then to interpret the results use the following terms:

Structural equation: $X4 = p41X1 + p42X2 + p43X3 + e1$
If F count> F table, reject Ho., Thank Ha.

Ho.: The regression model between Leadership (X1), organizational culture (X2), and motivation (X3) with Performance (X4) instead of the linear form
Ha. : Linear regression model form
Equation regression model structure can be seen in Figure 1 below:
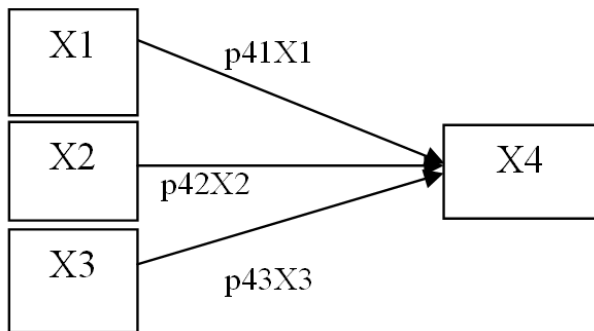
Figure 1. Structural Equation Regression Models

To calculate F probability tables used provisions (α) is 0. 05 while the result of calculating the value of F 1 structural similarities can be seen in the table below Anova:

Table 2. Linearity Test Results the Structural Equation

ANOVAb						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38 673	3	12891	19 501	.000a
	residual	72 716	110	.661		
	Total	111 389	113			

Sources: Primary data are processed, 2016

Based on the ANOVA table above, note that the significant value of 0. 000> 0. 05 with a count of 19 501 F, then reject Ho. Thus the regression model equation above structure is linear. Therefore the regression model equation above structure is linear.

Hypothesis Testing

This study using path analysis (path analysis) to examine the relations that reveal the influence of a set of variables or variable against another, both the effect of directly or indirectly influence. Calculation of the path coefficients in this study aided by SPSS. To determine the direct and indirect influence of variables then the views from the estimate of the way factors while to assess the significance of the t-test was used to compare t with a table. The results of path coefficient calculation direct influence can be seen in the following table:

Table 3. Path Coefficient Calculation Results Immediate Impact

| Coefficient Line		t			Conclusion
			(A = 0.05)	Sig.	
P41	0327	T1	3,905	0:05	0000	Significant
P42	0233	T2	2427	0:05	0017	Significant
P43	0198	T3	1,983	0:05	0049	Significant

Sources: Primary data are processed, 2016

Table 4. Structural Equation Model Summary-1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589a	.347	.329	.81305

Sources: Primary data are processed, 2016

Based on Table 3 is known that the calculation of path analysis and Significance direct influence between variables can be explained as follows:
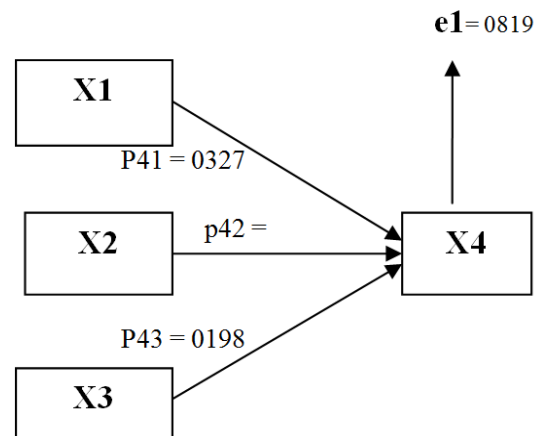
Figure 2. Path Analysis Model Hypothesis Testing Results

- The results of path analysis Leadership (X1) to Performance (X4) obtained path coefficient of 0. 365 with Sig. 0. 000> 0. 05. Accordingly, it can be concluded that the path coefficients are significant.
- The results of path analysis Cultural Organization (X2) on Performance (X4) obtained path coefficient of 0. 114 with Sig. for 0246> 0. 05. Accordingly, it can be concluded that the path coefficient is not significant.
- The results of path analysis Motivation (X3) on Performance (X4) obtained path coefficient of 0. 312 with Sig. 0. 003> 0. 05. Accordingly, it can be concluded that the path coefficients are significant.
- The results Unison Leadership Test analysis (X1), organizational culture (X2), motivation (X3) and Performance (X4) obtained based on the ANOVA table above by F count of 19 501, it is known that the value 0. 000 <0. 05, then it can be concluded that simultaneous test above variables are significant.

Furthermore, to determine the significance of the direct effect of a search conducted prior error 1 (e1) with the aid of the value of Adjusted R Square to the equation above structure. The result of the calculation of the amount of Adjusted R Square to the equation above structure can be seen in Table 4 below:

Based on the value of Adjusted R Square in Table 4 above, to determine the residual value of the path coefficients (e1) used was calculated as follows:

$$e1 = R2)\sqrt{(1-}$$
$$e1 = \sqrt{(1 - 0{,}329)}$$
$$e1 = 0.819$$

Based on the results of path coefficient calculation, the final result can be described as shown in the following models below:

Conclusion

- Leadership Style determiner significantly affects the performance of Batam University lecturer.
- Organizational Culture determiner is not significant to the performance of Batam University lecturer.
- Motivation determiner significantly affects the performance of Batam University lecturer.
- Leadership style, organizational culture, motivation determiner simultaneous to performance Batam University Lecturer

Recommendation

- The results of this study can at least encourage and provoked subsequent research in the field of human resources especially about leadership, organizational culture, motivation and performance using other variables that are not included in this study.
- Provide a method survey with interviews for the time of this study, researchers had interviewed some of the respondents and found no difference between the answers in the questionnaire and the answers orally to the same statement and fix first the survey used in this study or utilizing a questionnaire validity and reliability higher.

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