



ANALYSIS OF THE ROLE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE BEHAVIOR

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Abstract

An organization is a group of people who have goals to be achieved through the people who are in the organization. Achievement through how many people is the subject of achieving the goals that have been planned. However, many people judge that the success of an organization or company is linked to the existence of a series of production of goods and services of high quality and quantity. The most important part or not among these parts is human resources, individuals or workers. It can be seen that human resources or labor factors are the controllers of all kinds of company activities. Organizational goals can be achieved if supported by leadership and an effective organizational culture so that employee performance can continue to develop and improve. With increased employee performance will have a positive impact on organizational performance as well. Employee performance improvement can be done by improving or changing the organizational culture that is more effective because organizational culture positively effects employee performance.

Keywords: Leadership Role, Organizational Culture, Employee Behavior

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Abstrak

Organisasi adalah media sekelompok orang yang memiliki tujuan serta ingin dicapai melalui orang-orang yang berada dalam organisasi tersebut. Pencapaian melalui berapa orang tersebut merupakan pokok tercapainya tujuan yang telah direncanakan. Namun banyaknya masyarakat yang menilai suatu keberhasilan dari organisasi atau perusahaan ditautkan dengan adanya rangkaian produksi barang maupun jasa yang berkualitas tinggi dan berkuantitas. Bagian atau unsur terpenting di antara bagian-bagian tersebut yaitu sumber daya manusia (SDM), individual atau tenaga kerja. Dapat diketahui faktor sumber daya manusia atau tenaga kerja merupakan pengendali dari segala macam aktivitas perusahaan. Tujuan organisasi dapat tercapai apabila didukung oleh leadership atau kepemimpinan dan budaya organisasi yang efektif sehingga kinerja karyawan dapat terus berkembang dan meningkat. Dengan kinerja karyawan meningkat akan berdampak positif pada kinerja organisasi juga. Peningkatan Kinerja karyawan dapat dilakukan dengan memperbaiki atau merubah budaya organisasi yang lebih efektif karena Budaya Orgnaisasi secara positif signifikan mempengaruhi kinerja karyawan.

Kata Kunci: Peranan Leadership, Budaya Organisasi, Perilaku Karyawan

A. Introduction

The capacity and competence of leadership or leadership is the core of the organization, giving birth to transformation, developing and spurring the organization to get maximum results. (Jahroni, Darmawan D, Mardikaningsih R, 2021) A leader must also improve organizational culture so that it can support the achievement of predetermined organizational targets. Organizational culture is a behavioral strategy that includes ideas, activities, language and habits carried out by members of the organization, employees or employees within the scope of the organization, values shared or shared by members of the organization, rules, beliefs, assumptions among members of the organization to process the problems and consequences around them. Organizational culture can function as a guarantee for the survival of the organization if the organization has fundamental organizational values such as upholding the values of honesty and integrity, respect for discipline, good service and respect for openness. (Fauzan & Etikariena, 2021)

Organizational culture can be created well, if the leader can implement its functions in accordance with the role, so the role of the leader can influence, encourage and provide direction to subordinates so that member behavior is in accordance with established norms and has an impact on the formation of organizational culture. (Slahanti & Setyowati, 2022)

B. Discussion

1. Leadership

In the old paradigm, leadership is defined as the ability and readiness controlled by a person to influence others, by motivating, carrying out, providing direction, inviting, guiding and also forcing them to do or not do something.

While (Anggreni, 2021) defines leadership or leadership is one way of influencing the behavior of others to behave as desired. (Hormati, 2016) describes leadership as the ability to influence a group to achieve goals.

Good leadership can direct the efforts of all work (employees) to achieve various organizational goals, without leadership or direction the relationship between individual goals and organizational goals may become weak.

The function of a leader according to (Novita, 2021) is to build, direct, guide, guide, give and grow work motivation, run the organization, establish good communication, provide good supervision. So it can be concluded that the function of a leader is to regulate the members he leads so that the plan can run and be achieved well and the readiness and strength of a good mental attitude so that they can lead honestly, fairly and wisely. (Anwar, 2021)

Three main roles are played by every leader regardless of the hierarchy. From the three main roles, they are broken down into ten other roles, namely:

- a) The role of interpersonal relationships (Interpersonal Role)
 - The role as a figurehead, which is a role in every opportunity and problem that occurs normally.
 - Role as a leader (leader), the leader carries out interpersonal relationships to those led, by performing main functions including leading, motivating, developing, and controlling.
 - The role as an intermediary officer (liaison manager), a leader who integrates with friends, ranks or staff, and other people outside the organization, in order to obtain the necessary information.
- b) Roles related to information (Informational Role)
 - Leaders seek information outside the scope of their environment and become the center of information for their organization. This role consists of the following roles:
 - Role as a monitor, this role defines a leader as a recipient and source of information, so that leaders can develop a good understanding of the organization they lead, and have a complete understanding of their environment.
 - Role as a disseminator, this role involves the leader to handle the transmission process of various information into the organization he leads.
 - The role of spokesperson (spokesman), this role is played by the leader in order to convey information outside the organizational environment.
- c) The role of decision makers (Decisional Role)
 - The four roles that are classified into decision making are as follows:
 - The role as entrepreneur, the leader acts as the initiator or mover and designer of several companies that are resolved in an organization.
 - Role as a disturbance handler, this role requires the leader to be responsible for the organization if the organization is threatened with danger,
 - Role as resource allocator, the leader can make decisions on where the resources will be distributed in the parts of the organization.
 - Role as a negotiator, a leader to play a role in participation in negotiations.

The nine roles of leadership or leadership in an organization are the leader as a planner, the leader as a policy maker, the leader as an expert, the leader as an organizer, the leader as a supervisor, the leader as a reward or punishment giver, the leader as a role model, the leader as a place to put all mistakes, and the leader. as a substitute for the role of other members. (Septriani, 2021). With the role of a leader, it is one way to achieve organizational goals.

2. Organizational Culture

Organizational culture is a set of values, beliefs, personalities, habits, and attitudes that support a member of an organization in understanding what the organization holds, how the organization does things, and what it considers important. (Rahayu, 2017)

Based on this opinion, it can be concluded that organizational culture is a pattern of behavior that includes ideas, actions, language, and habits carried out by members of the organization and becomes the hallmark of an organization so that it can distinguish the organization from other organizations, the values that are shared or shared by members of the organization. organizational members, the rules, beliefs and assumptions of organizational actors to manage problems and impacts around them. (Kurniawati, 2019)

Organizational culture is closely related to employee empowerment in a company. The stronger the organizational culture, the greater the desire of employees to progress and develop together with the company.

The appearance and behavior patterns of employees in traditional management systems and innovation management are different, which causes the organizational culture that is formed in them. (Mahardika & Poernomo, 2019) Organizational culture is very influential on the performance of employees in a company or organization. Organizational culture is intangible, informal and does not occur immediately, but has an important role as a way of thinking, seeing, and accepting situations. (Nasir et al., 2021)

Thus, the intensity of organizational culture is related to performance due to several things as follows:

- a) Unification of goals. In companies with strong cultures, employees tend to line up following the same leader.
- b) A strong culture helps business performance because it creates a great structure in employees.
- d) A strong culture helps performance because it provides the structure and supervision needed without having to be based on a rigid formal bureaucracy and can suppress motivation and innovation

Based on this, the introduction, creation, and development of organizational culture in a company is very necessary in order to build an effective and efficient company in accordance with the mission and vision to be achieved. (Windaryadi, 2019)

3. Employee behavior

Behavior that occurs in an organization is essentially an interaction between existing individuals. Every individual has a variety of characters, so it is better as a leader to know the background of each of his subordinates in providing support to the organization. A person's behavior is also influenced by the individuality of the organization concerned, therefore it must be directed in accordance with the goals of the organization. (Abrianto & Srimulyani, 2021)

According to (Citraningsih & Noviandari, 2022) found as follows: Individual behavior is related to real actions, carried out by someone. Factors that influence individual behavior are organization, motivation, ability, perception, personality, organizational system and its sources.

Judging from its nature, differences in human behavior can be caused by desires, needs, ways of thinking, experiences and affective reactions. a. About knowledge

Is a factor that can influence a person's behavior, the higher a person's knowledge, the more directed behavior that arises in him..

a) Skills

Skills as a driver of work or when abilities are more likely to be used for thinking and skills are measured in the form of a clear problem of accuracy in task performance.

b) Attitude

Attitudes can be learned and with the attitude that a person has, those who are related can provide an assessment of the environment and interpersonal relationships

c) Ability

Ability is a person's individual capacity to do all the tasks in the job. Basically someone has intellectual and physical abilities, therefore the task of the manager must be able to balance the intellectual and physical abilities possessed by his subordinates. Employee performance will be realized effectively if at the time of recruitment the capabilities possessed by prospective workers can be identified. (Purwanto et al., 2022)

4. The Role of Leadership and Organizational Culture on Employee Performance

A leader can influence moral behavior, job satisfaction, comfort, quality of work life and the level of achievement of an organization (performance). The progress of an organization as a whole or in various groups within a particular organization is closely related to the quality of leadership contained in the organization concerned. The quality of leadership that exists in an organization plays a very prominent role in the success of

the organization in carrying out all its activities, especially in the performance of its employees (Hendry & Asri, 2022).

Leadership has a very important role in improving employee performance. Without leadership or direction, the link between individual goals and corporate goals may become less effective. This situation may create conditions where individuals or employees work to achieve personal goals, as long as the company becomes inefficient in achieving the planned goals. (Cahya et al., 2021; Tambariki et al., 2019) Therefore leadership is needed if a company wants to grow and succeed. A leader must give full attention to the production or service, as well as provide motivation to work morale and employee satisfaction through the use of a good approach to the implementation of the work. Likewise, to promote employee performance in all company activities, it can be done through providing motivation or support from the leadership and supported by a good organizational culture. (Yassin & Hasyim, 2022)

With the creation of an organizational culture, each individual will bind himself to the values, norms, policies, procedures or steps, in every behavior that makes work more enjoyable. With individual attachment to a job, so that it can be integrated in behavior and actions, it will increase work commitment as a member of an organization which has consequences for the success of an organization. (Ratnasari & Tarimin, 2021) Employee performance improvement can be done by improving or changing the organizational culture to be more effective because organizational culture has a significant positive effect on employee performance (Eko Boedhi Santoso et al., 2020)

C. Conclusion

In directing the attitude of employees to the activities used, it is necessary to have a leader who can coordinate all forms of characteristics possessed by his subordinates. Each individual in their behavior is more likely to be influenced by the stimuli in their environment, so from the start employees must know and understand the company's vision and mission. Organizational culture as a reference and guide in behavior for all organizational bodies must be socialized from the start, starting from the employee for the first time to become a member of the organization until the time of separation from the company. In general, employees behave only based on habits that are considered correct and have been mutually agreed upon in the form of norms. Organizational culture is the basic assumptions that must be believed and understood by all members of the organization in carrying out all its activities (starting from the leadership to the lowest employee strata).

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