






The role and style of a leader in building a work culture for education personnel

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ABSTRACT

This study describes the role and style of a leader in building a work culture for educational staff. Organizational culture is felt as something that must grow in shaping organizational behavior, the behavior of employees in it and forming the image of the organization in society as users of its services or products. The method we used in compiling this article is a literature study and a quantitative approach by analyzing research results from several existing journal articles. The purpose of this article is to describe the organizational culture developed by leaders and the role of leaders in developing organizational culture to achieve organizational goals and employee behavior. The result of this study is to know the role of leaders in developing organizational culture lies in communication and as role modeling. Communication within the organization is an important part that leaders must pay attention to, because communication is a tool for leaders to carry out the expected culture. As a role model, the company's leadership is quite good, because every employee has the behavior and perception of the leader as a role model. The author suggests that the discipline of employees who have been well developed should always be maintained by always monitoring and of course with sanctions in case of violations.

KEYWORDS

The role of the leader;
Organizational culture

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INTRODUCTION

Humans are the main actors in organizational activities. In leadership, the ability or skill of a leader is the backbone of the organization. A leader must be able to make changes, advance and encourage the organization to achieve maximum results. Leaders must also develop an organizational culture that can support the achievement of the vision and mission of the organization that has been set. Organizational culture in question is a pattern of behavior that includes thoughts, actions, language and habits practiced by members of the organization, values that are shared or shared by members of an organization, norms, beliefs, assumptions of members of the organization to manage the problems and influences around them. Organizational culture will function as a guarantor of organizational survival if the organization contains good fundamental organizational values such as upholding the values of honesty and integrity, respect for discipline, excellent service and respect for openness. Organizational culture can be carried out well, if the leader is able to carry out its functions in accordance with its role, meaning that the role of the leader can influence, move and direct subordinates so that they are productive. member behavior in accordance with predetermined rules that will have an impact on the formation of organizational culture.

In the scope of Education, especially in Educational Institutions, it will definitely require a leader and employees. A leader in an organization is required to provide enthusiasm, guidance and direction to his employees in achieving organizational goals, while employees are tasked with carrying out orders and tasks that are given and are responsible for production results, in an organization there is interaction between fellow human beings which all of which plan to achieve organizational goals, such as leader-employee relations. The purpose of this study is to determine the role and style of leadership in improving the performance of employees so that organizational goals can be realized effectively and efficiently.

LITERATURE REVIEW

Author (Year)	Title	Country	Study design
Hardono, Haryono, Amin Yusuf UNNES, 2017	Principal Leadership, Academic Supervision, and Motivation Work in Improving Teacher Performance	Indonesia	Korelasional
Noer rohman stit ibnu sina malang, 2020	Educational leadership in cultural development Lecturer work in universities	Indonesia	This study uses an approach qualitative with the results of interviews and observations
Jayanti Trioctavia, Djamhur Hamid, M. Djudi Mukzam Universitas Brawijaya, 2016	The role of the leader in developing organizational culture	Indonesia	Technique data collection is interview and documentation.

METHODS

In this study, a literature study was used, the preparation of which was based on existing papers. The data obtained will be analyzed by understanding and drawing specific conclusions. Then the reading material will be used for research problems. This method can be called library research by collecting bibliography on sources related to the problem being studied.

RESULTS

After searching for journals through the Online Database, there are several journals that meet the requirements and criteria. The following is a systematic journal review table:

Author (Year)	Title	Country	Study design	Subject/ population	Results
Hardono, Haryono, Amin Yusuf UNNES, 2017	Principal Leadership, Academic Supervision, and Motivation Work in Improving Teacher Performance	Indonesia	Korelasional	The sample in this study was taken using the Krijcie and Morgan Tables so that the total sample was 123 people.	The research results show that there is a positive and significant effect principal leadership on motivation work.
Noer rohman stit ibnu sina malang, 2020	Educational leadership in cultural development Lecturer work in universities	Indonesia	This study uses an approach qualitative with the results of interviews and observations	The samples are at UMM and UNISMA	Work culture becomes a philosophy of life workers based on the values that become traits, habits and driving forces, the life of a community group, institution work, reflected from attitude to behavior, beliefs, ideals, and actions are realized as work. 11 The source of work culture consists of values, beliefs, and knowledge become strengths drivers of work and behavior (behavior) produce a work form to always work well according to the demands of the times and the institution.
Jayanti Trioctavia, Djamhur Hamid, M. Djudi Mukzam Universitas Brawijaya, 2016	The role of the leader in developing organizational culture	Indonesia	Technique data collection is interview and documentation.	Regional Manager, Head of Administration and Finance, Head of Underwriting Section, Head Finance Section, Head of Customer Service Section PP, PK Service Section Head, General Section Staff and Computer PT. Jiwasraya	The role of the leader in developing Organizational culture lies in its communication and as a role model. Communication is very important thing to do by every leader if he wants to be successful in their activities as leaders. Communication in PT. Insurance Jiwasraya (Persero) Regional Office is important part to pay attention to leaders because communication is a tool

Author (Year)	Title	Country	Study design	Subject/ population	Results
				Insurance (Persero) Malang Regional Office.	for leaders to run the culture which are expected.

DISCUSSION

Definition of Leader and Leadership

Leader

A leader is a person who has skills and advantages, especially excess skills in one area, so that he is able to influence other people to jointly carry out certain activities, for the achievement of one or several goals (Kartono, 2005: 51).

Leader is someone who creates or makes important goals or missions of an organization and strategies to achieve these goals. Meanwhile, according to Matondang (2008: 5) a leader is someone who is able to influence other people to do or not do something that is desired as desired. Based on some of the definitions above, it can be concluded that a leader is a person who has the ability to influence, mobilize and direct other people (members) to make joint efforts towards achieving organizational goals.

Leadership

The word leadership comes from the English leadership. Etymologically leadership comes from the word "Pimpin" (lead) which means to guide or guide, which means there are two roles, namely someone who is led and someone who leads, and "Leader" which means someone who has the ability to influence others to achieve goals certain.

According to (Syafe'ie, 2003: 11) Leadership is the ability and personality of a person in influencing and persuading other parties to take action to achieve common goals, so that the person concerned becomes the initial structure and center of the group process. According to Stoner and Wankel (1995: 161) Leadership can be defined as a process of directing and giving influence to the activities of a group of members whose tasks are interconnected.

According to Amirullah & Hanafi (2002:165) Leadership is a person who has the authority to give assignments and has the ability to persuade or influence others through good relationship patterns to achieve predetermined goals.

Leadership is a trait, personality, ability, and capability inherent in someone who has been entrusted. According to Moejiono, leadership is the result of influence that occurs in one direction, it occurs because a leader has certain qualities. Leadership in the organization also requires sensitivity to the culture that exists within the organization. Culture in this organization has functions including: setting boundaries and authority, providing a sense of identity to its members.

Leader Function

According to Henry Fayol, the function of a leader in an organization is divided into four, namely:

- a. Planning; define goals, define strategy, and develop work plans to manage activities.
- b. Arrangement; determine what needs to be done, how, and who will do it.
- c. Leadership; motivating, leading, and other actions involving interactions with other people.
- d. Control; Supervise activities to ensure everything is completed according to plan.

A leader functions as a planner, acts as the brains behind the success of an organization, because a leader designs a vision and mission of an organization and will take the direction and goals of an organization, then after planning, a leader makes arrangements both in terms of assignment or job description and who will run it. In this process, you will see the leadership process and all possible things that can happen. For example, in leading a company, a leader must be a motivator for his subordinates, the leader makes subordinates as work partners so that the enthusiasm of subordinates will arise to optimize their performance in the company. Of all the leadership processes that are no less important is controlling or supervising. This can be a benchmark for whether an organization is progressing or not, and can be an evaluation process so that an organization can carry out its process even better.

The Role of a Leader

Mintzberg in Thoha (2017) suggests three main roles played by every leader wherever the hierarchy is. The three main roles are then broken down into ten other roles, namely:

The role of interpersonal relationships (Interpersonal Role)

- a. The role as a figurehead, namely a role in every opportunity and problem that arises normally.
- b. The role of a leader, in this role the leader carries out interpersonal relations with those who are led, by carrying out the main functions including leading, motivating, developing and controlling.
- c. The role of an intermediary official (liaison manager), here is the leader who integrates with colleagues, staff, and other people who are outside the organization, to obtain the necessary information.

Roles related to information (Informational Role)

This role places the leader in a unique position in obtaining information. Leaders seek information outside the environment and serve as an information center for the organization. This role consists of the following roles:

- a. The role of monitor, this role identifies a leader as a receiver and collector of information, so that leaders are able to develop a good understanding of the organization they lead, and have a complete understanding of their environment.
- b. The role as a disseminator, this role involves the leader to handle the process of transmitting information into the organization he leads.
- c. The role of spokesperson (spokesman), this role is played by the leader to convey information outside the organizational environment. The difference with the disseminator is that the spokesman provides information outside the environment, whereas the disseminator provides information within the organization.

The role of the decision maker (Decisional Role)

This role makes the leader must be involved in a strategy-making process within the organization he leads. This strategy-making process is simply called a process that makes organizational decisions significant and relevant. There are four roles grouped into decision-making as follows:

- a. Role as entrepreneur, in this role the leader acts as the initiator and designer of many controlled companies within the organization.
- b. The role of being a disturbance handler, this role brings the leader to be responsible for the organization when the organization is threatened with danger, for example it will be disbanded, exposed to gossip, unfavorable issues, and so on.
- c. The role of resource allocator, here the leader is asked to play a role in deciding where the resources will be distributed to the parts of the organization.
- d. The role of negotiator, this role asks the leader to actively participate in the negotiation arena.

Leadership Style

According to House (2009) there are four leadership styles described in path goal theory. In essence, this theory seeks to explain the influence of leader behavior on the motivation, satisfaction and implementation of the work of his subordinates, including:

1. Directive leadership, subordinates know exactly what is expected of the leader and the specific direction given by the leader.
2. Supportive leadership, this leadership model has a willingness to explain itself, is friendly, easy to approach and has genuine concern for his subordinates.
3. Participative leadership, in this style the leader tries to ask for and use suggestions from his subordinates, but decision making remains in his hands.
4. Achievement-oriented leadership, this leadership style sets a set of goals that challenge subordinates to participate.

According to Kurt Lewin (1992), a well-known psychologist, there are three leadership styles for managing problems and decision making, namely:

1. Autocratic Leadership Style

This leadership style usually does not consult or discuss with employees in every decision making.

2. Democratic Leadership Style

In this leadership style, a leader usually asks for opinions from employees to make decisions, so that employees are required to be creative in conveying their suggestions or ideas.

3. Laissez-faire leadership style

A leader in this leadership style gives complete freedom to employees to make decisions related to the tasks being carried out. A leader gives his opinion or ideas when it is needed.

Leadership style is needed because it has a positive impact on employee performance, if the leadership style in an organization is further improved then employee performance will increase. So, whether employees increase or not also depends on the style given by a leader.

Organizational Work Culture

Organizational work culture is a system that has been mutually agreed upon and is able to create a common understanding between leaders and employees in an organization regarding the organization itself and the attitudes that must be carried out within the organization.

Organizational work culture can also be interpreted as a philosophy based on a view of life as values that become traits, habits and driving forces, entrenched in the life of a community group or organization, then reflected from attitudes into behavior, beliefs, ideals, opinions and actions that manifest as "work" or "work". Work culture indicators:

1. Conditions of the physical work environment, including (giving awards, providing welfare, fulfilling facilities and infrastructure)
2. Conditions of the work environment include (support in carrying out assignments, designing and designing work, supervision or work discipline, communication and interaction with colleagues, setting policies personally)

In the opinion of experts, work culture has an impact on job satisfaction based on its socialization. The success of work culture socialization will then have a positive impact on employee job satisfaction while its failure means a negative impact on employee job satisfaction. A strong work culture can create a conducive working atmosphere so that work quality will be improved and is the key to success for an organization, where the success of an organization is an indicator of employee job satisfaction.

Work culture in the organization will foster an identity for each employee, and their attachment to the organization. Because there are similarities in embedded values, it will make it easier for employees to have a sense of mutual understanding with one another. The behavior and actions that are embodied in an organization are the basis of a view of life that has become the values and characteristics of an organization.

In measuring work culture, a leader should be able to build a good work culture in an organizational environment and ensure that all of it is of positive value, and an employee must be able to adapt himself to change and influence, so that the goals of an organization can be achieved effectively and efficiently.

CONCLUSION

A leader is the most important element in the organization, a leader acts as the brain in an organization, a leader in making decisions must involve employees, so that the ideas and input of employees can build for the achievement of organizational goals. A leader must also be able to carry out all of his functions, namely as a planner, structuring, leading and controlling. The positive influence given by an employee is proven to improve the performance of employees. In the work culture that exists in an organization, it has become a guideline for behavior for all members of the organization. The influence of the leader's role and leadership style in an organization can create a positive work culture so that goals within an organization can be achieved.

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