

THE ROLE OF LEADERSHIP IN FORMING ORGANIZATIONAL CULTURE WITHIN THE DIRECTORATE GENERAL OF TEACHERS AND EDUCATIONAL PERSONNEL MINISTRY OF EDUCATION, CULTURE, RESEARCH AND TECHNOLOGY

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Abstract

The aim of this research is to determine and analyze the role of leaders in shaping organizational culture within the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology and to look at supporting and inhibiting factors as well as strategies for improving organizational culture within the Directorate General of Teachers and Education Personnel from the Ministry of Education, Culture, Research and Technology. This research was conducted using a descriptive qualitative approach method. Primary data sources (data that can be obtained from interviews) and secondary (data obtained and reading sources). The results of the research are that the role of leaders in forming an organizational culture which is measured through being innovative, results-oriented, oriented to all employee interests and detail-oriented in tasks is running according to the rules set in the organization and each employee carries out individual performance indicators as the output of their routine work. Supporting factors include a disciplined attitude that each employee has, understanding the action program and vision and mission of the organization, good communication between leaders and work partners in achieving results, building motivation of leaders and subordinates, administrative processes as performance assessments for each employee.

Keywords: Leadership, Organizational Culture, Human Resources Development

Introduction

In this increasingly developing era, there is a great need for a leader who can lead well and bring about good change (Petrie, 2011). Human resources are needed who have the ability to become strong leaders and can bring the agency they lead to be better and more advanced (Fauzi, 2017). Apart from a leader who has the potential to lead, the organizational culture must also support strong leadership (Siswatiningsih et al., 2016). Organizational culture can run supported by a good leader who can carry out the existing organizational culture (Bagga et al., 2023) (Farrell, 2018).

Remembering that organizational culture is a mutual agreement between members in an organization, making it easier to create a broader agreement for individual interests (Handayani, 2010) (Hakim et al., 2014). The priority of organizational culture is that it controls and directs the formation of human attitudes and behavior that involve themselves in organizational activities (Hormati, 2016). Organizational culture is important for organizational life because organizational culture has a function that

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influences organizational life. (Cook & Yanow, 2011), organizational culture, among other things, becomes a bond for all components of the organization, especially when the organization faces shocks both from within and from outside due to changes. Organizational culture is also a tool for uniting various traits and characters as well as diverse talents and abilities that exist in the organization so that it can form a unique strength for organizational life (Sulaksono, 2015). Organizational culture has a very important influence on the progress of an organization which grows through the process of developing ideas created by organizational leaders, then instilled in organizational members (Galpin et al., 2015) (Warrick, 2017). Furthermore, culture is developed in accordance with environmental developments and organizational needs. In an organization, organizational culture will not develop into a developed organization without maintaining its culture (Wulandari et al., 2021). A strong culture has an influence on the strategies implemented to achieve the goals that have been set (Ainanur & Tirtayasa, 2018). Organizational development can be determined by creating a conducive work environment so that opportunities will open up for the development of the learning process at work, and can create enthusiasm in solving all problems that arise both internally and externally to the organization (Meithiana, 2017) (Widyaningrum, 2019).

Organizational culture is a special characteristic of an organization, so it can differentiate one organization from another. In displaying these characteristics, organizational members are required to comply with organizational policies in achieving conducive results. Organization members need active participation in contributing to the formation of organizational culture. The behavior of organizational members is very important in creating and maintaining organizational reality. Part of organizational reality is determined by the symbols and identities of organizational members.

Method

In this research, qualitative research methods are used with a descriptive approach, research that describes conditions and findings in the field in accordance with existing reality (Shi et al., 2019). This research was conducted at the Directorate General of Teachers and Education Personnel, Ministry of Education, Culture, Research and Technology. The type of data collected is secondary data obtained indirectly, in the form of written materials/documents related to the research focus in the form of books, regulations, documents or important manuscripts and primary data obtained directly from the source, without intermediaries. The data source is the results of interviews with informants. Informants were selected using: Purposive sampling and Accidental sampling, namely employees within the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology who were selected who could provide information related to the research. Data collection techniques include: Interviews, Direct Observation, Documentation Study, Literature Study. This research uses another instrument in the form of an interview guide.

Result and Discussion

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The role of leadership in forming organizational culture within the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology through:

a. Innovation

Basically, in an organization, organizational culture is a factor that influences an employee's performance. Where the various influences of change that occur as a result of reform require organizations to carry out innovations to face the demands of change and try to formulate policies that are in line with environmental changes. An organization must be able to develop appropriate policies to deal with any changes that will occur. These changes have an impact on changes in organizational culture which inevitably have to face a series of adaptations that must be made to various diversity such as race, ethnicity, gender, age, status, physicality, religion, education, and so on. Apart from some of these variations, a quite complex challenge is how to change the old organizational culture which is no longer in accordance with the new organizational cultural values of all employees based on the voluntary wishes and participation of employees. People will not change by themselves just because they are told to and will only change if they want it voluntarily and consciously. Every organization has a different culture, so leaders must understand the organizational culture where they work. Organizational culture at its most basic concept is a pattern of shared assumptions about how work is done in an organization. So the role of leaders in forming organizational culture is very determining in building innovation by providing an understanding of the tasks and functions of the organization to its partners. The innovation that must be built must have the criteria of being up to date, being useful for the organization, and providing solutions to problems.

b. Results oriented

Results-oriented uses needs and desired outcomes as a basis for designing programs. Results-oriented are the intended, expected, desired, and positive changes brought about by the program. It must be applied to "complex" situations where problems cannot be fully identified, program interventions are quite broad and cross-sectoral, not all stakeholders can be involved in the planning process, and the amount of funding available can only serve as a stimulant for achieving program objectives. Results-oriented (Outcome orientation) the extent to which the organization focuses attention on results rather than attention to the techniques and processes used to achieve these results. The role of leadership in forming organizational culture through orientation to results is seen as far as the organization focuses on results rather than on the techniques and processes used to achieve results that the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology has been results-oriented by first determining targets, concept then process with methods.

c. Oriented to all employee interests

An organization's educational level is not an absolute benchmark for respect because it would be better oriented towards the interests of all employees in the workplace.

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This results in a lack of good communication between leaders and employees or fellow employees. In fact, the success or failure of organizational management is seen from the ability to communicate between leaders and subordinates and vice versa and fellow subordinates. The teamwork carried out by employees regarding their main duties and functions will be related to other teams that have different main duties. If employees carry out their duties carefully and meticulously, they will always be oriented towards fellow employees so that organizational targets can be achieved. The success or performance of an organization is determined by the cohesiveness of team work, where teamwork can be formed if managers can supervise their subordinates well. Subordinates will be motivated to increase productivity if they can work together as a team within the organization. This is in accordance with the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology which is oriented towards employee interests, such as regulations so that employees avoid the consequences that result in the deduction of the tukin of the individual concerned.

d. Detail oriented on tasks

High productivity can be produced if employee performance can meet the standards required to carry out their duties. Good performance means, among other things, qualifications, abilities and skills that can meet productivity requirements and must be followed by high discipline and diligence. If these qualifications have been met, the employee's physical endurance and aggressiveness are still needed to produce good performance. Aggressiveness at work alone is not enough, it will be influenced again by many variables and other behavioral indicators, but in this case aggressiveness is part of the organizational culture.

There are supporting factors in the organizational culture system that can be developed and must be taken into account in achieving the basic characteristics of organizational culture. Some of the organizational culture concepts that are applied are:

a. Discipline

Discipline has become something that is sometimes very difficult to implement, because the value of discipline is very intersecting with the personalities of organizational personnel and has different dynamics.

- 1) Discipline in enforcing regulations
- 2) Discipline in maintaining service stability

b. Cooperation

Collaboration is an action that is very useful in achieving work efficiency and effectiveness. Collaboration is work carried out by two or more people in order to achieve goals or targets that have previously been planned and mutually agreed upon. Or cooperation can also be interpreted as actions in work carried out by two or more people in order to achieve goals and for mutual benefit. Usually in an organization teamwork has become a necessity in order to achieve success in achieving goals. Teamwork will provide encouragement as energy or motivation for each individual who is also part of a work team.

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- 1) Cooperation in Problem Solving
- 2) Division of Tasks

c. Leadership

Organizational culture is a concept as well as a frame of reference for normative values in creating the characteristics of an institution, but of course these values must be based on control and provisions from the leadership. Leadership as an example in the application of values, that is, as a leader you must also set an example or be the main role model in implementing the values that have been formed and enforced so that leaders and their staff feel they have a moral responsibility to realize what is a joint decision.

Then, several obstacle factors that have been faced by organizations in implementing organizational culture activity programs come from internal and external sources. The internal obstacle is the lack of human resources in certain fields. There are also still employees who do not show enough quality and quantity of work. In addition, the lack of optimal implementation of work culture is also one of the inhibiting factors in implementing this organizational culture.

a. Human resources

Human resources are people who work in an organization/government as a driving force and are responsible for the organization they are responsible for achieving the goals they aspire to, thus it cannot be denied that HR plays a very important role in improving the organization, if the human resources are good then the organization is good and vice versa.

b. Lack of Organizational Ability

Organizational ability must be possessed by organizational actors, especially government officials, because organizational ability is the spirit to run an organization/government, as a source of strength and expertise to achieve organizational goals effectively, within the principles of public service. Still need to develop knowledge related to organizational skills.

For this reason, a strong strategy is needed to improve organizational culture within the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology, namely:

a. Establishing Vision and Mission Together

A strong organizational culture is not born by itself, but because it has been developed intentionally (by design) by the leaders of the organization. And it all starts with developing a vision and mission that the organization wants to achieve. Vision is a big goal or long-term goal that the organization wants to achieve. The ideal is for leaders and stakeholders to sit together and determine together the direction and goals to be achieved.

b. Developing Standards of Behavior as Values

When you have established the organization's vision and mission, the next step is to develop standards of attitude or behavior that describe how the vision and mission are implemented.

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c. Communicate Effectively

Need to communicate with the right media to all levels of employees. The ideal is of course from the leadership level, middle level employees to executive level employees. And you need to communicate effectively here, not just talk about information so that all employees know. But more than that, the standards of attitude and behavior that are the forerunner of organizational culture need to be lived by everyone. And most of all it needs to start from the leaders who live it. Leaders need to be present as examples or role models who actually carry out these standards of behavior in their daily lives.

d. Implement Through Training and Development

After behavioral standards are socialized and leaders are present as role models, to make all employees truly live them, facilities are needed to facilitate and ensure these behaviors are carried out. So organizations need to provide training for employees in the hope that they will have the skills according to the required behavioral targets. This training also equips employees to have the same level of knowledge, continuously train skills and self-motivation. Training can also be the right opportunity for leaders to share their experiences to motivate employees to live up to existing values and achieve success together.

e. Evaluation into Periodic Performance Assessments

Incorporate an assessment of expected attitudes and behavior into employee performance appraisals. This method helps organizations to measure the suitability between performance and the attitudes or behavior that employees have shown so far. Is it in accordance with the vision and mission of the organization that has been determined together? To achieve their work targets, employees use methods that are in accordance with behavioral standards, aka company values. By evaluating it and doing it regularly, employees will be encouraged to pay attention to their work behavior and attitudes.

Conclusion

The role of leadership in forming an organizational culture which is measured by being innovative, results-oriented, oriented to all employee interests and detail-oriented in tasks has been carried out in accordance with the rules established within the scope of the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology and every employee carry out individual performance indicators as routine work output.

Supporting factors in improving organizational culture through a disciplined attitude of each employee, understanding action programs and the vision and mission of the work unit, good communication between leaders and work partners in achieving results, building motivation of leaders and subordinates, administrative processes as a performance assessment for each employee . Meanwhile, the inhibiting factors are that there is no awareness regarding work discipline, there is no employee commitment in carrying out their duties and functions, not all employees fully understand the vision and mission of the organization, there are still high school education so that a work system

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has not been developed systematically and there is a lack of employee motivation. in increasing competence.

The strategy to improve organizational culture within the Directorate General of Teachers and Education Personnel of the Ministry of Education, Culture, Research and Technology is by bringing a uniform understanding of the organization's vision and mission using activities such as training or workshops, building training to improve employee competence, building a reward and punishment system that measurable and transparent and evaluate the results of employee performance and output.

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