The Role Of Leadership As Mediated Factor Between Work Team And Communication With Employees' Organization Culture

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Abstract - Organizational culture in any institution, would determine how people behave. It will also be affected by leadership styles. The objective of this research was to find out whether leadership (LS) played important role in linking between work team (WT) and communication (Com) with employee's organizational culture (OC). A causal survey used by selecting randomly 125 employees of Jakarta Muhammadiyah University. There were four instruments developed which measured OC (28 items), LS (34 items), WT (32 items) and Com (33 items). Its reliability respectively, 0.90, 0.93, 0.87, and 0.91. Data were analyzed by regression, correlation and path analysis. Results showed that LS was strong and significant only as a mediated role between WT and OC and it was significantly directing the effect of WT on employees' OC. However, Com was not significant in affecting OC directly or indirectly through LS. This finding implied that employees' OC could be changed merely by the role of LS as change agent and its effect would be strengthen by involving WT, especially in term to build a university atmosphere indicated by its university culture.

Key words: path analysis, randomly, regression, correlation.

I. INTRODUCTION

Organizational culture or work team culture has an important role in achieving the success of an organization. Work team culture is formed from cultural values or norms that are owned by each employee who is in the organization [1]. The higher the diversity of cultures possessed by all employees, the higher the variation in work team culture that circulates within an organization. However, members who are in an organization will generally develop a culture that is most effective in organizational processes through experience in team coordination and interpersonal communication [2]. Nevertheless, the magnitude of the obstacles that often occur in the process of transferring positive cultural values between members and groups within the organization and the difficulty of understanding what culture most suitable for achieving organizational goals (dominant work team culture) are still an important problem in the organization [3].

Work team culture has a function in maintaining competitive advantages that are known to be the main factors in achieving organizational effectiveness. An effort to establish a good work team culture in the organization, employee orientation must move on the right foundation, as a prerequisite for a good work team culture. The important elements as the foundation for a good work team culture and supporting the effectiveness of the organization are commitment, awareness of quality and willingness to accept change, involvement in decision making, and having the same view of organization goals [4], [5].

The work team culture of an organization is generally having close relation with leadership, because most of the culture that flows in the organization comes from the culture created by the leader [6]. A good work team culture is not always created by leaders, only leaders who have a certain leadership style can create a good work team culture and many studies have stated that transformational leadership style is a style that tends to create a good work team culture [7].

Transformational-style leaders generally have good communication and are often able to manage others. Due to that reason, the vision and mission of an organization can be more easily conveyed to all members of the organization and the team formed will run based on it. This has a positive impact on the organization in improving organization performance and obtaining the expected results.

The relationship between communication, work team, leadership style, and work team culture has been widely studied, but studies on organizations in schools based on religion are still rarely found. Therefore, in this study the role of leadership was analyzed in instilling not only good cultural values for organization progress but also religious values in work team culture and harmonizing them. We hypothesize that transformational leadership style will be able to create a work team culturein accordance with the above requirements through active and good communication and integrating it into teamwork.

II. METHODOLOGY

A. Research Time and Place

The study was conducted in June-December 2016 at University of Muhammadiyah Jakarta, Ciputat, Indonesia. A total of 125 samples were taken from various units and positions. The units used as respondent providers include 10 units consisting of Faculty of Education, Post Graduate Studies, Faculty of Social and Political Sciences, Faculty of Islamic Studies, Faculty of Law, Faculty of Engineering, Faculty of Agriculture, Faculty of Medicine and Faculty of Nursing. Respondents used in this study came from varied

Revised Manuscript Received on April 15, 2019.

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positions, namely: General and Equipment, Academic, Finance, Secretary, Marketing, Laboratory, Administration, Library, and IT.

B. Research methodology

The research method used was quantitative causal survey. The population in this study were all employees at Muhammadiyah University who applied Islamic culture in the curriculum system with a total sample of 125 people. Determination of the number of samples as recommended [8], [9] suggested that good types of samples for path analysis ranged from 50 - 240 total samples. The four variables were measured using a similar instrument, the questionnaire. The type used was a Likert Scale questionnaire with 5 (five) answer preferences.

C. Data Analysis

The influence of the work team, communication, and leadership in organizational culture was tested using a path analysis consist of two structures. The first structure consists of one endogenous variable namely Leadership (X3) and two exogenous variables namely Work Team (X1), and Communication (X2). The second structure consists of one endogenous variable namely Organizational Culture (X4) and two exogenous variables namely Work Team (X1), Communication (X2). The third structure consists of one endogenous variable namely Organization culture (X4) and one exogenous variable namely Leadership (X3). Referring to the research design it was known that the analysis process consists of tree sub-structures. Sub structure I was direct influence. Sub structure II was indirect influence since it pass X3 variabel (Leadership). Furthermore, Sub Structure III was also direct influence.Each exogenous variable was calculated by correlation to endogenous variables using Pearson correlation also calculated by path coefficients of each correlation.

Before the correlation and path coefficient tests were carried out, all feasibility variables were tested using three tests, the normality, homogeneity, and linearity tests. The normality test was carried out using the Lilliefors test, while the homogeneity test was done using the Bartlett test. ANOVA was used as significance test to find out the relationship linearity of each variable. All tests were carried out with the help of the SPSS Vers 22.0 application for Windows.

III. RESULT

A. Indirect Effect: the effect of Work Team and Communication on Leadership

Based on the results of the regression test for indirect effects obtained R square value was 0.48, which means both independent variables (Communication and Work Team) simultaneously contribute to 48.2% of Leadership. The R square value indirectly also showed that there was an indirect influence of other variables (extraneous) which was 72%. The results of the F test show that the regression model formed has met the eligibility requirements for the regression test (P <0.05).

Based on the test results of each independent variable with the dependent variable it was known that communication does not significantly influence leadership (t count = -1,058, P> 0.05), while the significant influence was seen between Team Work and Leadership (t = 10,284, P <0.05). The contribution of communication to leadership was 18%, while the contribution of the work team to leadership was 69%. The value of the contribution of each variable can be seen in Figure 1.
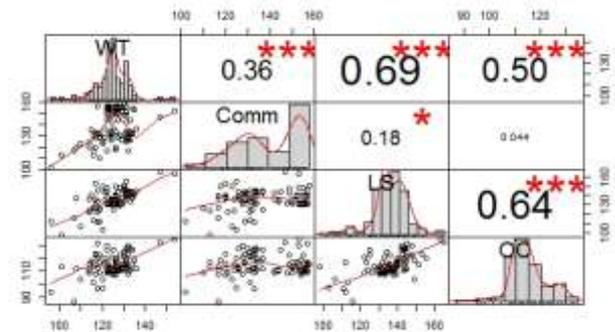

Fig 1.Correlation matrix between all variables

B. Direct effect: effect of work team, communication, and leadership on organizational culture

Regression test for direct influence divided into two Model. First model analyses the direct effect of work team and leadership on organizational culture. The second model dealing with the direct effect of leadership on organizational culture. The first model showed the very significant of the model (F=23,044; p < 0,001) and the contribution of this model in influencing organizational culture is 20% (indicated by R2 shown in Table 1). The significant of the model was also demonstrated in second model. This model shares about 41% of its effects on organizational culture (R2 = 0,41). When all models of direct effect were combined, the total contribution of direct effect on organizational culture is approximately 60%. Hence, approxiamately 40% of the contribution to the regression test were caused by other extragenousfactors which are not measured in the study. The contribution of the independent variables obtained in the direct test was not much different from the contributions generated in the indirect effect test. As with indirect tests, the significance of the results of the F test also showed that the regression model formed has met the eligibility or appropriate requirements (F = 30,192, P> 0.001). Whilst, the results of the t test explain that among the three tested variables, work team and leadership have direct influence on organizational culture (Table 2).

Table1.The linier regression of organizational culture, leadership, communication, and work team.

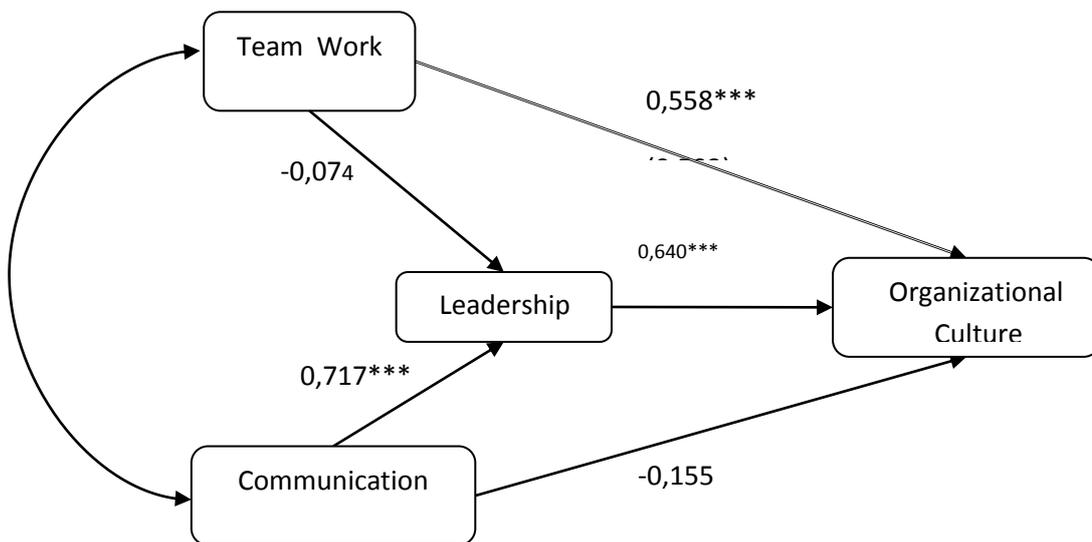| Criterion	Predictors	R2	F	p	β	t	p
Model 1		0.482	56.72 9	P < 0.001			
Leadeship	Communication				- 0.074	10.24 8	p < 0.001
	Work Team				0.717	-1.058	NS
Model 2		0.274	23.04 4	P < 0.001			
Organizational Culture	Communication				0.558	6.765	p < 0.001
	Work Team				- 0.155	-1.873	NS
Model 3		0.41	85.33 8	P < 0.001			
Organizational Culture	Leadership	0.64	9.238	p < 0.001			

NS : not significant

Fig 2. Result of Research Empirical Path Analysis

C. Total Regression Coefficient

Path analysis works to evaluate the effect of one or several variables on one dependent variable, but the measured variable was not always evaluated directly. It must pass several other transition variables. In this study, variables acted as main subject were the Team Work and Communication, but the influence must pass the leadership variable as shown in fig 2.

IV. DISCUSSION

In this study, the influence of communication skills, ability to work in teams, and leadership toward the tendency to instill organization cultural values in daily behavior were assessed. Why organization culture? this is because organization culture together with leadership styles have a very critical connection to corporate performance (corporate performance) which indirectly increases the assets and development of the company [10]. Nevertheless, organizational culture does not always influence the stability of the company, but only a strong and dominant

organizational culture. In addition, the dominant organization culture does not always have a good effect on the company, instead becomes an obstacle to the company's progress [11]. Some organizations, generally government organizations, have a poor organization culture [12] due to many factors such as poor leadership style, low knowledge and insight, etc.
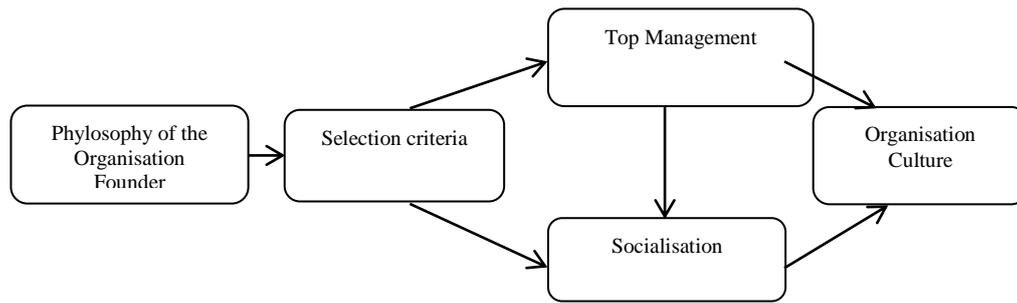

Fig3. Establishment of Organization Culture

Organization culture is defined as a system of understanding owned by all employees and distinguishes the organization from other organizations. There are seven main characteristics in the dimensions of organizational culture, namely: Innovation and risk taking, accuracy, orientation to results not processes, orientation to humans, work in teams, aggressive and competitive [13]. Organization culture is very important for an organization because of its mass and not personal nature, so the link becomes very large in guarding and realizing the vision and mission of an organization.

Referring to the definition of organizational culture above, it can be said that the culture formed in an organization must be initiated and supported by several things such as good communication in conveying new and positive knowledge and understanding, the implications of delivering understanding in the work team, and consistent leaders in instilling a positive organization culture that someone believes in. Of the three factors, leadership roles may be relatively more dominant than others, because leadership acted as an agent of change to influence others [14]. Because leadership is known to be very essential for the formation of organizational culture [15], the ability of performance (performance skills) of a leader must be strong.

Performance capability is interpersonal, communication, and ability to work in teams. More broadly, performance capabilities include communication skills, interpersonal interactions, conflict mediation, team performance, technical cultural understanding, and are very sensitive to diverse populations [14], [16]. In other words, individuals who have good communication skills and work teams tend to have good performance skills and are a fundamental requirement to become good leaders. Thus, leadership influences organizational culture, while performance capabilities (communication and work teams) contribute to the formation of the character of a leader. The following is the design and results of the interrelationships between these variables in this study.

Effect of Leadership on Organization Culture

As explained above, organization culture and leadership simultaneously have a very significant role in the performance of a company or organization to achieve the desired results. Nonetheless, some researchers believe that the organization culture possessed by a company is a result created by a leadership style found in the organization [17]. References [18] reveal that organizational culture is formed through several stages, namely: the formulation of the basic principles of organization culture, development of organization culture, consolidation and stabilization of organization culture, and the final stage is the maturation of organizational culture. The leadership role in this stage is at the most basic stage, namely the formulation of organizational culture principles. Conceptual flow map proposed by Certo and Certo [2] stated that the organization culture runs in a company is formulated by the owner of the company both directly and through the highest leader who represents it (figure 3).

Referring to the definition of organization culture, which is a set of values related to the function and existence of an organization owned by members or staff in the company [14], [16], [19], leaders have an important role in the process of forming organization culture. This is because that core values of the organization are generally reflected in the leadership style of a leader.

This research shows evidence of a strong relationship between leadership and organization culture. This result corresponds to several previous studies which examined the relationship or influence of leadership on organizational culture [16]. Among the three leadership styles studied, transformational leadership style correlates more strongly with organizational culture than transactional, while the leadership style of Laissez-faire Leadership does not correlate with organization culture [2], [10], [12]. Thus it can be concluded that leadership that influences organization culture is leadership that is active in decision making, responsible, and uses its authority wisely.

A. The Influence of Work Team and Communication on Organization Culture

The work and communication team is an important factor in the organization, so this factor is a common requirement for most companies when selecting new members or employees. Both of these factors have an essential role both in activities with colleagues or stakeholders.

As has been defined in most references to the location of different teams and groups where the interplay between members to achieve organization goals is the main characteristic of the team [20]. In this context, organization cultural values can be instilled directly or indirectly by the work team, but most seem to have indirect roles.

Based on the results of the study, it is known that the work team directly has no influence on organization culture, but is seen to influence organization culture indirectly through leadership. Organizations are known to have employees who have varied backgrounds and cultures. These differences are known to affect the achievement of a team's goals in different ways [21]. Some characters, such as culture, are characters that are very strongly embedded in individuals and are stereotyped, so they tend to be very strong in influencing team work and team performance.

Based on reasearch in management on nursing environment, it is known that a decision is not made by an individual but a work team [22]. Thus, cultural values reflected in an organization are generally obtained from the values agreed upon in the team. However, groups and work teams are very vulnerable to conflict which can directly influence coordination and communication between team members and team performance [14], [23]. The role of leadership is very vital in a situation like this, especially transformational leaders, who can filter cultural values that are good for the organization while motivating team members to achieve goals effectively [24].

In contrast to the work team, the results of this study show that communication does not have a direct or indirect influence on organizational culture. These findings contradict most studies that reveal a relationship between communication and organizational culture and leadership. This may be caused by leaders at Muhammadiyah University in Jakarta tend to be leaders with task-oriented and problem-solving styles, and not humanistic leaders [25], [26].

V. CONCLUSION

Leaders as agent of change are crucial in managing subordinates in order to gain organization performances and organization goals. A key to efficiently increasing organization performances is managing organization cultures, therefore leaders play a role in shaping organizational cultures. We found that organizational culture is strongly influenced by leadership as suggested. Leadership is not independently affecting organizational culture, however, there is a contribution of Work Team on the process but not communication. Work team has significant effect either direct or indirect on organizational culture. The important values of organizational culture are shared mostly by staff during team coordination. Organizations are known to have employees who have varied backgrounds and cultures. These differences are known to affect the achievement of a team's goals in different ways. Some characters, such as culture, are characters that are very strongly embedded in individuals and are stereotyped, so they tend to be very strong in influencing teamwork and team performance.

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