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Effect of democratic leadership style and organizational culture on lecturers' performance

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Abstract: The purpose of this study was to know the influence of democratic leadership style and organizational culture on lecturers' performance based on the results of research conducted at STKIP Hanzarwadi Selong College, Ponorogo Sub-district, Lombok Timur regency of Nusa Tenggara Barat Province using survey method. Samples were taken from one population. Data were collected using questionnaires with the descriptive-verification design while grain validity test was performed through empirical tests of instrument grains. The data collected were analyzed using T_{obs} and t_{tab} . The results obtained showed that the democratic leadership style and organizational culture has a significant influence on lecturers' performance.

Keywords: Democratic Leadership Style, Organizational Culture, Lecturers' Performance.

1 Introduction

One important thing that reflects quality management is the performance of both the superiors and subordinates within an organization. However, the performance of subordinates is influenced by those of the leader, leadership style and the organizational culture. It is important to point out that leadership style is the process of managing and influencing the activities of subordinates in an organization. A good one depends on personality and a strong managerial foundation. Organizational culture, on the other hand, is the main model of behavior of members in an organization, such that when it is effective, members behave well in performing their work in order to improve organizational performance through the platform it presents (Jollanis 2015).

STKIP Hanzarwadi Selong is one of the private universities under the auspices of the Hanzarwadi Education Foundation Darussalamidlatun Nohdlatun Warhar Ponorogo School of Ponorogo, located in Lombok Timur Regency Nusa Tenggara Barat Province. The management system of STKIP Hanzarwadi Selong has an organizational structure that consists of elements of leadership and members. The former is made up of the Chairman, Vice Chairman, Head of Section, Head of Study Program, and Secretary of Study Program while the latter includes all lecturers that do not hold any leadership position in the school.

The main problem currently being faced by the school is the low performance of lecturers which is strongly influenced by the leadership style of officials both at the rectorate and study program level. From the initial analysis, some cases were found where lecturers were lazy, rarely entered lecture rooms, rarely did research, and lack of communication

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1 Introduction

One important thing that reflects quality management is the performance of both the superiors and subordinates within an organization. However, the performance of subordinates is influenced by those of the leader, leadership style and the organizational culture. It is important to point out that leadership style is the process of managing and influencing the activities of subordinates in an organization. A good one depends on personality and a strong managerial foundation. Organizational culture, on the other hand, is the main model of behavior of members in an organization, such that when it is effective, members behave well in performing their work in order to improve organizational performance through the platform it presents¹ (Jolianis 2015).

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The main problem currently being faced by the school is the low performance of lecturers which is strongly influenced by the leadership style of officials both at the rectorate and study program level. From the initial analysis, some cases were found where lecturers were lazy, rarely entered lecture rooms, rarely did research, and lack of communication

between them and their leaders. Initial observation revealed that these were as a result of the leadership style applied by the head of the study program.

According to the college personnel data, 210 lecturers of the university are not one hundred percent maximal when viewed based on educational data, teaching methods, research and dedication to the community. Therefore, there is a need to conduct to understand various factors that are influencing lecturers' performance at *STKIP Hamzanwadi Selong*. This is important in providing information needed to formulate policies at improving leadership style, organizational culture, and lecturers' performance by the school.

1.2 Identification of Problems

After reviewing the few issues examined above, the research questions formulated include: (1) What is the influence of democratic leadership style on organizational culture? (2) What is the influence of the democratic leadership style on lecturers' performance? (3) What is the influence of organizational culture on lecturers' performance?

1.3 Definition of Performance

Performance can also be called work performance² (Wibowo 2007). According to George and Jones³ (2008), it is the result of an assessment of the behavior of a person associated with the determination of how well such an individual has done his/her job.

1.4 Definition of Leadership

Leadership is a process of persuasion or a way by which an individual (or a leadership team) induces a group to pursue a certain objective⁴ (Gardner cited by Wirawan 2014). Meanwhile, according to Behrendt (2017), the essence of leadership is defined as influencing and facilitating individuals and collective efforts towards accomplishing shared objectives⁵.

1.5 Definition Organizational Culture

Organizational culture is a concept that represents the character of an organization. It helps in directing employees in their daily working relationships and guides them on how to behave and communicate within the organization⁶ (Yildiz 2014). Robbins and Judge (2013) believe that it is a common perception held by members of the organization to include the 1) values supported by the organization, 2) wisdom of philosophy that guides the organization in recruiting employees and serving customers, 3) method of doing work on the spot, and 4) assumptions and basic beliefs that exist between members of the organization⁷.

1.6 Method

A survey with path analysis was employed in this research with samples taken from one population.

Primary data were collected through the use of questionnaires that had been compiled in advance. The associative design was implemented by using lecturers as a unit of analysis. This research made use of both quantitative data from sources as well as information gotten from

works of literature reviewed which were matched with the appropriate dataset. This can be found at (<https://osf.io/yv2ez/>).

The sampling technique used was purposive-sampling while Slovin formula (Sevilla et al.) was used to determine the number of samples as shown below:

Note:

$$n = \frac{N}{1 + Ne^2}$$

n: equation of sample

N: equation of population

e: error of tolerance

The testing hypothesis used a degree of confidence of 95%, where the significant level $\alpha = 5\%$ (0.05). The decision-making was based on Sig:

If Sig ≤ 0.05 then H_0 is rejected, meaning that the hypothesis is not significant

If Sig ≥ 0.05 then H_a accepted, meaning that it is significant

2Result and Discussion

2.1 The Influence of Democratic Leadership Style on Organizational Culture

From the results, a coefficient value of $p_{21} = 0.968$ with $t_{\text{test}} = 63.061$ and $t_{\text{table}} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$ was obtained. Therefore, because the $t_{\text{test}} > t_{\text{table}}$, the $H_0: p_{21} \leq 0$ was rejected, and $H_1: p_{21} > 0$ was accepted.

Hypothesis:

H_0 : Democratic leadership style has no effect on organizational culture.

H_1 : The style of democratic leadership affects organizational culture.

Making-decision (95% confidence levels)

$H_0: p_{21} \leq 0$

$H_1: p_{21} > 0$

By accepting H_1 , it can be concluded that the democratic leadership style has a positive effect on organizational culture.

2.2The Influence of Democratic Leadership Style on Lecturers' Performance

From the result, a coefficient value of $p_{51} = 0.564$ with $t_{\text{test}} = 15.085$ and $t_{\text{table}} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$ was obtained. Therefore, because $t_{\text{test}} > t_{\text{table}}$, the $H_0: p_{51} \leq 0$ was rejected, and $H_1: p_{51} > 0$ accepted.

Hypothesis:

H_0 : Democratic leadership style has no effect on the lecturers' performance.

H_1 : Democratic leadership style has an effect on lecturers' performance.

Making- decision (95% confidence level)

$H_0: p_{51} \leq 0$

$H_1: p_{51} > 0$

By accepting H_1 , it can be concluded that the democratic leadership style significantly affects lecturers' performance.

2.3 The Influence of Organizational Culture on Lecturers' Performance

From the result, a coefficient path value of $p_{52} = 0.321$ with $t_{\text{test}} = 4.542$ and $t_{\text{table}} = 1.978$ at $\alpha = 0.05$ or 2.613 at $\alpha = 0.01$ was obtained. Therefore, because $t_{\text{test}} > t_{\text{table}}$, $H_0 : p_{52} \leq 0$ was rejected, and $H_1 : p_{52} > 0$ accepted.

Hypothesis:

H_0 : Organizational culture did not affect Lecturers' Performance.

H_1 : Organizational culture affects Lecturers' Performance.

Making- decision (95% confidence level)

$H_0 : p_{52} \leq 0$

$H_1 : p_{52} > 0$

By accepting H_1 , it can be concluded that organizational culture has a significant influence on lecturers' performance.

2.4 Analysis

Based on the results, the three hypotheses proposed were accepted. Therefore, it can be discovered that the democratic leadership style has a direct positive influence on organizational culture and lecturers' performance. This shows that organizational culture and lecturers' performance were influenced by the variation of democratic leadership style through guidance, advisement, illustration, motivation, and acceleration programmed and made effective by the head of the study program. Therefore, the implementation of tasks such as further study, training, teaching, community service, research, and promotion will lead to an increase in organizational culture and lecturers' performance.

Organizational culture was also found to have a positive effect on lecturers' performance. This provides an illustration that their performances were influenced by variations such as insight, knowledge, skills, and attitudes in running both academic and non-academic, research and community service activities of the school.

3 Conclusion

The results of this research agree with the submission of other researchers as reviewed that democratic leadership style has a positive influence on organizational culture and lecturers' performance and that organizational culture also positively affects lecturers' performance.

3.1 Recommendation

The management of *STKIP Hamzanwadi Selong* needs to pay attention to leadership style and improve their organizational culture because they greatly affect the confidence and lecturers' performance. The lecturers should also help in improving organizational culture by showing commitment, confidence and high performance because it results in good rewards.

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