

THE ROLE OF ORGANIZATIONAL CULTURE IN FORMING EFFECTIVE LEADERSHIP IN AWELA VILLAGE OFFICE, HILISERANGKAI DISTRICT NIAS REGENCY

By

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ABSTRACT

This study, entitled "The Role of Organizational Culture in Shaping Effective Leadership at the Awela Village Office, Hiliserangkai District, Nias Regency," aims to determine the role of organizational culture in shaping effective leadership and identify challenges faced in the process. This study uses a qualitative approach with data collection techniques through interviews, observations, and documentation. The results show that organizational culture at the Awela Village Office plays an important role in shaping communicative, participatory, and service-oriented leadership patterns. However, the implementation of this culture is not yet fully equitable because there are still several challenges such as low discipline, unstructured internal communication, lack of staff participation in decision-making, and weak employee evaluation and training. In addition, inconsistencies in understanding organizational values and weak enforcement of regulations also become obstacles to realizing effective leadership. Therefore, a consistent and sustainable strategy for fostering and strengthening organizational culture is needed so that leadership at the village level can run optimally.

Keywords: Organizational Culture, Effective Leadership.

PERAN BUDAYA ORGANISASI DALAM PEMBENTUKAN KEPEMIMPINAN YANG EFEKTIF DI KANTOR DESA AWELA, KECAMATAN HILISERANGKAI, KABUPATEN NIAS

ABSTRAK

Penelitian ini, berjudul "Peran Budaya Organisasi dalam Membentuk Kepemimpinan yang Efektif di Kantor Desa Awela, Kecamatan Hiliserangkai, Kabupaten Nias," bertujuan untuk menentukan peran budaya organisasi dalam membentuk kepemimpinan yang efektif dan mengidentifikasi tantangan yang dihadapi dalam proses tersebut. Penelitian ini menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Hasil penelitian menunjukkan bahwa budaya organisasi di Kantor Desa Awela memainkan peran penting dalam membentuk pola kepemimpinan yang komunikatif, partisipatif, dan berorientasi pada pelayanan. Namun, implementasi budaya ini belum sepenuhnya merata karena masih terdapat beberapa tantangan seperti disiplin yang rendah, komunikasi internal yang tidak terstruktur, kurangnya partisipasi staf dalam pengambilan keputusan, dan evaluasi serta pelatihan karyawan yang lemah. Selain itu, ketidakkonsistenan dalam memahami nilai-nilai organisasi dan lemahnya penegakan peraturan juga menjadi hambatan dalam mewujudkan

kepemimpinan yang efektif. Oleh karena itu, diperlukan strategi yang konsisten dan berkelanjutan untuk mengembangkan dan memperkuat budaya organisasi agar kepemimpinan di tingkat desa dapat berjalan secara optimal.

Kata Kunci: Budaya Organisasi, Kepemimpinan Efektif

INTRODUCTION

In every organization, effective leadership is essential to ensure that established goals are achieved. Effective leadership depends not only on a leader's individual skills but is also influenced by the organizational culture implemented in the work environment. A leader who works within a strong organizational culture will more easily develop an adaptive leadership style, be able to motivate team members, and create a harmonious and productive work environment. Thus, organizational culture can be a key factor in shaping effective leadership.

In practice, a strong organizational culture not only provides direction for leaders in decision-making but also serves as a foundation for building solid working relationships within the organization. When organizational culture provides clear and consistently implemented values, leaders will have a strong sense of direction in carrying out their roles. They will find it easier to establish policies, resolve problems, and develop strategies to achieve organizational goals. Therefore, the relationship between organizational culture and leadership is very close and inseparable in creating work effectiveness within an organization.

According to Robbins and Judge (2021:41), organizational culture is a system of shared values held by members that distinguishes the organization from other organizations. These values encompass the beliefs, norms, and practices that develop within an organization and serve as guidelines for its members' actions. A strong organizational culture will encourage more effective performance, create a comfortable work environment, and strengthen bonds among members.

Awela Village is located in Hiliserangkai District, Nias Regency. Its social and cultural characteristics remain strongly entrenched in traditional and family values. The majority of Awela residents work in agriculture, plantations, and small-to-medium enterprises, which are their primary source of income. In terms of governance, Awela Village has a leadership structure oriented toward community participation, where the village head and village officials strive to involve residents in the development process.

Based on initial observations, one of the main problems was the persistence of individualistic work habits within the Awela Village Office, where each village official focused on their own tasks without a strong sense of cooperation. This weakened coordination between village officials. For example, in implementing village programs, there was often no clear division of tasks, resulting in overlapping work or even unfulfilled tasks due to waiting for initiatives from others. The lack of active communication between staff exacerbated this situation, as important information was often poorly conveyed or only known to a select few. Furthermore, a culture of time discipline remained problematic. Village officials frequently arrived late to the office, attended meetings late, or even were absent without a clear explanation. This situation certainly hampered the smooth delivery of services to the community, as residents had to wait longer for administrative services or other needs. This gave the impression that village services were unprofessional and poorly organized. Internal communication remained one-way,

with the village head as the center of decision-making without involving consideration or advice from other village officials. Meetings tend to become a forum for issuing orders rather than a space for discussion and exchange of ideas. As a result, village officials are reluctant or passive in offering ideas or opinions, feeling that their voices will not be taken into account.

Based on the above background, the focus of this research is to discuss the role of organizational culture in shaping effective leadership at the Awela Village Office, Hiliserangkai District, Nias Regency. The purpose of this research is to: To find out the role of organizational culture and the challenges faced in forming effective leadership at the Awela Village Office.

LITERATURE REVIEW

The term organizational culture is a translation of the English word "organization culture." Organizational culture is also known as corporate culture, which is the application of organizational culture to a business entity (company), which is itself a business entity. Furthermore, it is also called work culture because it is inseparable from human resource (HR) performance. The stronger the organizational culture, the stronger the drive for achievement.

According to Sobirin (2020:125), revealing Pettgrew's statement (undated) that the first person to formally use the term organizational culture, gave the meaning of organizational culture as "the system of such publicly and collectively accepted meanings operating for even a group at a given time - culture is a system of meanings that are publicly and collectively accepted, which applies for a certain time for a certain group of people." Schein (2016, 2017) organizational culture is "a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration" (a set of basic assumptions that are created, discovered or developed and shared as learning to overcome problems of adaptation to the external environment and internal integration).

According to Robbins and Judge (2019:23), organizational culture has several main elements that shape behavioral patterns within an organization. These elements include core values, norms, beliefs, and work practices that are consistently applied within the organization. The functions of organizational culture mentioned above show some similarities, and some complementary differences. Therefore, organizational culture plays an important role in shaping the attitudes and behaviors shown by organizational members to support the formation of a strong organization, including: building identity, building personal relationships with the organization, increasing the stability of the social system, encouraging rational thinking, and providing rules and instructions on how staff members behave in the workplace. According to Sulaksono Hari (2019:14) Indicators of organizational culture are as follows: Communication, Cooperation and teamwork, Leadership, Innovation, Equality and fairness.

According to Simarmata et al. (2021:32), they define leadership as the process of influencing the thoughts, feelings, attitudes, and behaviors of others to achieve specific goals. This definition emphasizes that leadership is not only related to actions or behaviors, but also involves the emotional and cognitive aspects of the individuals being led. By influencing these various dimensions, a leader can create an environment conducive to achieving shared goals. Leadership style is a pattern of behavior used by a leader to influence, direct, and inspire followers or subordinates in achieving organizational goals. Leadership style encompasses the various ways in which leaders interact with team members, make decisions, and exert influence. Some experts state that leadership style depends not only on the leader's personal characteristics but also on the situation and context in which the leader works.

Gary Yukl, in his book "Leadership in Organizations" (2021:19), argues that leadership

style is influenced by several factors, including the leader's individual characteristics, the followers' needs and personalities, and the organizational situation. Yukl emphasizes that effective leaders must be able to adapt their leadership style to the needs of the organization and the individuals they lead.

Leadership style plays a crucial role in shaping the atmosphere and dynamics of an organization. Effective leaders can motivate, inspire, and direct team members to work productively and harmoniously, ultimately contributing to improved overall organizational performance. Organizational success is determined not only by the strategy and resources available, but also by the leader's ability to implement the appropriate leadership style. Samsul Arifin (2020) outlined five leadership indicators, including: 1. Ability to build cooperation and good relationships, Effective ability, Participative leadership, Ability to delegate tasks or time, Ability to delegate tasks or authority.

RESEARCH METHODS

This study employed qualitative research methods. This study aimed to gain a deeper understanding of the role of organizational culture in shaping effective leadership at the Awela Village Office, Hiliserangkai District, Nias Regency. Qualitative methods were chosen because this study focused on social phenomena, namely how values, norms, and traditions within the organization influence the leadership styles of village heads and their staff.

Furthermore, this study explores the perspectives, experiences, and understandings of research subjects, such as village heads, village officials, and the local community. This approach allows researchers to obtain rich descriptive data through in-depth interviews, observations, and document studies. Therefore, qualitative methods are suitable because they can provide a more comprehensive picture of the relationship between organizational culture and effective leadership in the context of village governance.

RESULTS AND DISCUSSION

Organizational culture plays a crucial role in shaping effective leadership at the Awela Village Office. A strong organizational culture forms the basis for establishing work patterns, relationships between employees, and the direction of village leadership policies. Interviews with the Head of General Affairs indicate that values such as mutual cooperation, discipline, and openness have been consistently implemented in office activities. According to Robbins and Judge (2020), a strong organizational culture can foster a sense of togetherness and a strong commitment to organizational goals. This is evident at the Awela Village Office, where the village head and his staff carry out their duties based on cultural values deeply rooted in the village community.

A good organizational culture can also strengthen leadership effectiveness through example and role modeling. In an interview, the Village Development Coordinator stated that the village head frequently involves his staff in decision-making and program discussions, making everyone feel valued. This aligns with Yukl's (2021) opinion that effective leadership is supported by an inclusive and participatory work environment. The participatory culture that has developed in Awela Village creates a democratic work climate, where every village official feels they have a vital role in the success of village governance.

Organizational culture also creates a structured work process and facilitates coordination

between sectors. Other village officials interviewed mentioned that established work practices, such as regular meetings and clear division of tasks, facilitate smoother communication. Schein and Schein (2021) state that organizational culture provides a framework of values that guides behavior and decision-making within the organization. At the Awela Village Office, this cultural structure guides daily tasks, directly supporting the village head's leadership in achieving public service goals.

Effective leadership is crucial for fostering good village governance, including at the Awela Village Office. However, the process of establishing it presents a number of challenges for village leaders and officials. Interviews with several village officials, including the Head of General Affairs and the Head of Development, revealed that one of the biggest challenges is the unequal understanding of the prevailing organizational culture. According to them, not all village officials consistently uphold organizational values such as discipline, openness, and responsibility. This finding aligns with Yukl's (2020) assertion that leadership effectiveness is strongly influenced by the alignment of values between leaders and organizational members.

Furthermore, the dynamics of organizational culture change pose a unique challenge. Interviews revealed that several village officials reported that changes in policies or work patterns sometimes occur suddenly without adequate explanation from leadership. As a result, some staff feel confused or reluctant to adapt, feeling excluded from the change process. Robbins and Judge (2020) explain that poorly communicated organizational change can generate resistance from members and hinder long-term leadership effectiveness.

Another emerging challenge is the low level of discipline among some village officials. This was conveyed by a village official in the service department who complained that some colleagues still arrive late or are less active in participating in office activities. Effective leadership certainly requires the support of team members who are committed to their time and responsibilities. Similarly, Lussier and Achua (2021) state that organizational discipline is one of the main foundations in creating a work culture that supports successful and sustainable leadership.

Limited communication between departments is also a common challenge. In interviews, several informants stated that the lack of a structured, formal communication mechanism often results in uneven information flow. This situation leads to less than optimal interdepartmental coordination. According to Northouse (2021), effective leadership requires an open and trusting communication system so that decisions are understood and implemented by all elements of the organization.

The lack of regular performance evaluations was also recognized as a barrier to developing effective leadership at the Awela Village Office. Several informants stated that the lack of objective performance assessments made it difficult for village officials to gauge the extent to which they were carrying out their duties in accordance with the organizational culture. This is reinforced by Daft's (2020) theory, which states that regular evaluations are crucial for assessing individual effectiveness in carrying out organizational roles and as a basis for improving leadership capacity.

Low staff involvement in the decision-making process is also a real challenge. One village official stated that leaders often make decisions alone without first consulting the implementing staff. This makes some policies difficult to accept and implement in the field. Goleman, Boyatzis, and McKee (2021) emphasize that participatory leadership can increase subordinate loyalty and performance because they feel valued and considered important in organizational processes.

Another challenge is limited training or human resource capacity development. Interviews

revealed that almost all village officials rarely receive training related to their duties and leadership. Yet, in the modern era, demands on village officials are increasing, both in terms of public service and administrative management. According to Kreitner and Kinicki (2021), investing in human resource development through training can strengthen internal leadership capabilities and improve overall organizational performance.

The final challenge is weak oversight and follow-up by leaders regarding violations of organizational cultural values. Several village officials stated that there is still tolerance for undisciplined or irresponsible behavior, without clear sanctions. This undermines the authority of leaders and creates inequity in the workplace. Schein and Schein (2021) state that effective leadership must be firm in upholding organizational values and able to enforce rules fairly to build trust and lead by example.

CONCLUSION

Based on the results of research conducted by researchers through observation, interviews and documentation and based on the results of the discussion that has been explained in the previous chapter, the following conclusions can be drawn: The role of organizational culture in the Awela Village Office is very important in forming effective leadership. The organizational culture in Awela Village is the values of mutual cooperation, openness, discipline, and participation that have formed a directed work pattern, a harmonious work atmosphere, and encouraged the active involvement of all village officials in every government activity.

The challenges faced in forming effective leadership at the Awela Village Office are a. there are differences in understanding among village officials regarding the applicable vision, mission and work culture, resulting in a lack of synchronicity in implementation. the tasks and objectives of the organization, the existence of policies or changes in work procedures that are carried out suddenly without sufficient socialization or communication to all village officials, thus causing confusion and resistance in the field, weak compliance with work hour regulations, responsibilities, and work ethics which have an impact on low productivity and quality of public services, the absence of an organized internal communication system, so that important information is often not conveyed properly, causing miscommunication and conflict between staff, the existence of a continuous employee assessment and capacity building system, so that the quality of human resources is stagnant and does not develop according to the demands of the times.

It is recommended that the Awela Village Office hold regular coaching and monthly internal discussion forums involving all village officials to strengthen understanding and commitment to the organization's cultural values, as well as a means of evaluation and continuous improvement in supporting more participatory and effective leadership.

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