



Organizational Culture and Leadership Style: Improving the Performance of Civil Servant Staff at Faculties Excellence Accredited at Gadjah Mada University

By

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ABSTRACT

Ineffective human resource (HR) management at Universitas Gadjah Mada (UGM) results in inefficient HR practices and uncontrolled growth of education personnel, negatively impacting the performance and sustainability of the organization. This research aims to explore the contribution of organizational culture and leadership style to the performance of civil servant education staff (Tendik PNS) in UGM's superior faculties. Using a quantitative method with a total population of 471 civil servants in six superior faculties of UGM, this research sample consisted of 92 civil servants in the faculties of Agricultural Technology, Economics and Business, and Mathematics and Natural Sciences, measured by the multi-stage cluster sampling method. The results of the study show that organizational culture has a significant influence of 9.8% on the performance of civil servants, especially in the context of market culture. On the other hand, the leadership style partially did not have a significant effect on the performance of civil servants, except for the delegation style which had a significant influence with a determination coefficient of 58.9% in the Faculty of Economics and Business. Based on these findings, it is recommended that faculties that have not excelled consider the application of market culture, which emphasizes competition, result orientation, and efficiency, to improve the performance of civil servants. The implementation of market culture is expected to help faculty achieve standards of excellence and contribute more optimally to the overall goals of the organization.

Keywords: Organizational Culture, Leadership Style, Performance of Civil Servant Staff, Gadjah Mada University



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ABSTRAK

Manajemen sumber daya manusia (SDM) yang tidak efektif di Universitas Gadjah Mada (UGM) mengakibatkan praktik-praktik SDM yang tidak efisien dan pertumbuhan tenaga kependidikan yang tidak terkendali, berdampak negatif pada kinerja dan keberlanjutan organisasi. Penelitian ini bertujuan mengeksplorasi kontribusi budaya organisasi dan gaya kepemimpinan terhadap kinerja tenaga kependidikan pegawai negeri sipil (Tendik PNS) di fakultas unggul UGM. Menggunakan metode kuantitatif dengan populasi 471 orang di enam fakultas unggul UGM, sampel penelitian ini terdiri dari 92 Tendik PNS di fakultas Teknologi Pertanian, Ekonomika dan Bisnis, serta Matematika dan Pengetahuan Alam, diukur dengan metode multi stage cluster sampling. Hasil penelitian menunjukkan bahwa budaya organisasi memiliki pengaruh signifikan sebesar 9.8% terhadap kinerja Tendik PNS, terutama dalam konteks budaya pasar. Sebaliknya, gaya kepemimpinan secara parsial tidak berpengaruh signifikan terhadap kinerja Tendik PNS, kecuali gaya pendelegasian yang memiliki pengaruh signifikan dengan koefisien determinasi sebesar 58.9% di fakultas Ekonomika dan Bisnis. Berdasarkan temuan ini, disarankan agar fakultas-fakultas yang belum unggul mempertimbangkan penerapan budaya pasar, yang menekankan pada kompetisi, orientasi hasil, dan efisiensi, untuk meningkatkan kinerja Tendik PNS. Implementasi budaya pasar diharapkan membantu fakultas mencapai standar keunggulan dan berkontribusi lebih optimal terhadap tujuan organisasi secara keseluruhan.

Kata Kunci: Budaya Organisasi, Gaya Kepemimpinan, Kinerja Tendik PNS, Universitas Gadjah Mada