

**Organization Culture in the University
Study in Islamic Syekh-Yusuf University**

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ABSTRACT

This study found that organizational culture has become professed cultural values; become spirit and strength to the members of the organization on the implementation of College Tridharma. The findings of this study indicate that the organizational culture is related to leader and leadership, i.e. the democratic-charismatic style that is quite suitable for the organizational culture in college. Thus, the most effective leadership style is democratic-charismatic. However, the leader who proved successful in college is a transformational leader. Results of the analysis provide theoretical and practical implications.

Keywords: *organizational culture, college.*

1. INTRODUCTION

Competition between organizations in this global era is sharply increasing, so that the employee is required to continuously be able to develop themselves proactively. Regarding higher education proposed by Balas (2008: 295), citing the opinion Cortese, (2003) describes: "As modern organizations, colleges have an important role for a sustainable future" Cortese Opinions, (2003) was confirmed by Balas (2008: 296) that: "*Universities have the opportunity to provide their communities with graduates who have the knowledge and skills necessary to help transform their workplaces and live as responsible global citizens*". Thus, the college has a major role to advance higher education by graduates who have the knowledge, the knowledge and skills required by the world of work.

Colleges around the world began to engage in activities related to sustainability and research. It is as stated by Balas (2008: 296) that: "*Development of special courses on sustainability, or offering collaborative research opportunities*". The theory makes it clear that college must be able to build sustainability and collaborative research.

The university as one of the colleges have an important role especially related to higher education, has extensive contribution, such as education and teaching, research and management. It is as stated by Schuller (1995: 199) that: "*Its contributors cover an enormous range of experience in teaching, research and management, in universities, polytechnics and colleges*". Thus, the college (university) implement college **Tridharma**, namely education and teaching, research and service; supported by good managerial capacity (governance).

Regarding the organizational culture of colleges and universities, further stated by Austin (1990: 66) quoting the opinion from Peterson, Cameron, Jones, Mets, and Ettington, (1986) states:

Key elements that contribute to a college or university's culture include mission and goals of the institution, governance structure and leadership style of administrators, curricular structure and academic standards, student and faculty characteristics, student-faculty relations, size and location, and physical environment.

Research on organizational culture appears not stand alone but is influenced by cultural aspects, such as the type of culture, cultural system that includes values, leadership styles, bonding properties of the individual-organizational and strategic emphasis and power of culture (Denison and Spreitzer, 1991: 16). The cultural aspects are matched with the objectives to be achieved according to the vision of the organization; of course it needs factors that could support it.

As college UNIS (Islamic Syekh-Yusuf University) Tangerang certainly have an organizational culture that was followed. The system of shared meaning professed by the organization distinguishes it to other organizations that are key characteristics of the organization's values. This was confirmed by Robbins (1990: 572) states:

... organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization value.

Build a culture that happens because there is a culture that embraced the process and influenced by factors transformational rather than transactional factors. The change is confirmed by Burke and Litwin (1992: 523) which says: "*Change is depicted in terms of both process and content, with particular emphasis on transformational as compared with transactional factors*".

Build organizational culture in UNIS Tangerang should be interpreted as along process, so that it can be assessed from time to time in the period of leadership. Build an organizational culture that happens does not necessarily change, there is resistance, the gradual adaptation and change. It is as stated by Meyerson and Martin (1987: 623) explains: "*Organizational cultures are resistant to change, incrementally adaptive, and continually in flux*".

Meyerson and Martin (1987: 623) states: "*The definition of what culture is and how cultures change depends on how one perceives and enacts culture*". Interpret the definition of what culture and how cultural change depends on how one perceives and imposed culture. Organizational culture emphasizes the priority values of individualistic place to pursue and maximize individual goals, and the members were awarded for performance on the basis of their own achievements. In this matter, Tierney (1988:2-3) described:

The concepts for the framework come from a year-long investigation of organizational culture. Organizational culture is a useful concept for understanding management and performance in higher education. In so doing, I point out how administrators might utilize the concept of culture to help solve specific administrative problems.

Culture organization is the concept of useful way of understanding management and performance in college. Thus how administrator can use the concept of culture to help solve specific administrative problem.

This as stated by Goodenough (1971), Moran & Volkwein (1992: 37) explained: *“Organization culture contains the essential elements of values, negotiated understandings, and historically-constituted meaning which imbue action with purpose and consensual validation making possible organized efforts and, therefore, organizations”.*

With the theory clarify why the importance of build culture organization, namely help solve the problems being faced leaders. Besides perception individual are the things barrier culture organization, also with a pattern the assumption believed to be group, as described by Schein (1985: 3), Moran & Volkwein (1992: 37) explained: *“Organization culture is the pattern of basic assumptions that a given group”.*

That culture organization in universities can be build according to the mission and the purpose, there are a number of key elements who contributed to culture organization, as stated by Peterson, Cameron, Jones, Mets, And Ettington (1986) states:

Key elements that contribute to a college or university’s culture include mission and goals of the institution, governance structure and leadership style of administrators, curricular structure and academic standards, student and faculty characteristics, student-faculty relations, size and location, and physical environment.

Institutions mission has become a key that is very important in achieving its objectives, including build culture desired. This as stated by Kuh and Whitt (1988), quoting B. Clark, (1963); and Ruscio (1987) explained: *“The institutional mission is a particularly important element”.* The same opinion also stated by Austin (1990: 66): *“In universities with a strong mission to produce knowledge, the research activities tend to be highly specialized”.* Strong mission from the university produced knowledge through a specialized research.

Cultural values of universities organization needs to be built, to be the basis in behave and be of value that have been agreed, as well as be main behavior for the members of the organization. Clark (1980) mention with types of academic culture, he asserted: *“He identifies four types of academic culture, those of discipline, profession, enterprise, and systems”.* Type academic culture was identified into four, they discipline, professional, enterprise, and system.

However, Schein (1990: 111), Denison & Mishra (1995: 216) noted of what the models the theory of the nature of culture organization, covering: (1) *adaptability* (adjustment); (2) *mission*; (3) *involvement* (participation); and *consistency*. The four nature of it can be applied to college or university as a modern organization. Still about the cultural values or cultural aspects, Denison Spreitzer (1991: 16) states:

The three aspect are: (1) culture type; (2) the congruence of cultural systems such as values, leadership syle, the nature of the individual-organization bond, and strategic emphasis; and, (3) the strength of the cultures.

Furthermore, Denison & Spreitzer (1991: 17) strengthen their findng, that: *“Culture type, however, is a good predictor of effectiveness, showing close links between the types of culture and particular facets of effectiveness”.* Other type of Organization including: (1) power ; (2) role; (3) responsibility; and (4) people oriented (Sergiovanni & Corbally, in Taylor, 1986: 130).

Therefore, this research mean to capture the greater depth on culture organization in college occurring in UNIS Tangerang, that should be allegedly affected the role of leaders and leadership style. Referring to empirical problem above, then normatively it appear that it was more induced in governance of college that has not been optimal especially regard to the role of leaders and leadership style which not based on their organization culture.

Adopted culture was Islamic cultural and the character of Syekh-Yusuf to be institutions name: ‘Islamic University of Syekh-yusuf (UNIS) Tangerang’. Islamic culture and Syekh-Yusuf always be the behavior of the members. Thus organization culture that has been adopted to be organization culture that guided the

life of college's Tridharma. Cases in UNIS Tangerang is appropriate to describe the culture of college organization. From this several situation, researchers feel that this research important to do in greater depth with the main aim to assess the organizational culture in Islamic University Syekh-Yusuf Tangerang.

2. THEORETICAL REVIEW

In this literature study, we presented in several theories about the culture organizations and leadership. First, we described the relationship between culture organization, the process of forming culture organization, function culture organization and its elements. Second, we explained about research leadership and leadership style in college. Last, application transformational leadership at colleges and organizational culture in college.

The Essence of Culture Organization

Subjects of culture organization related to these ways in which culture organization can be affecting the behavior of its members. Kilmann, Saxton, & Serpa (1986) stated culture as a result (outcomes):

Defining culture as a manifest pattern of behavior - Many people use the term culture to describe patterns of cross individual behavioral consistency (CIBC). For example, when people say that culture is "The way we do things around here," they are defining consistent way is in which people perform tasks, solve problems, resolve conflicts, treat customers, and treat employees.

To know definition on culture organization in depth, the following definition culture organization, Robbins (1990: 572) states:

... organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization value.

The Function of Culture Organization

The organizational culture has a function for the behavior of members, strengthening of stability and a source of organizational identity. This was stated by Kilmann *et al.* (1986), Scholl (n.d) that: "Like organizational structure, culture is difficult to observe, measure or map, in some cases, culture supports or reinforces structure, in others it conflicts with structure. in yet other situations, cultures acts as a functional alternative to reducing behavioral variability in organizations".

Thus, it can clearly be seen that organizational culture has a function, which is: (1) control he behavior; (2) promoting stability; and (3) provide a source of identity. The third function of organizational culture are intertwined with each other that essentially as an adhesive relationship – individual organization.

The Formation of Cultural Organization

Organizational culture can be created in ways maintaining, indoctrination or to socialization to members of the organization so that awaken good relationship-individual organization. However, of course the most relevant is the leader of the organization.

From the literature of leadership and public administration, which developed the concept of leadership (integrated leadership) as stated by Fernandez *et al.* (2010: 310) that:

Which incorporates five leadership roles essential for the success of leaders in the public sector: task-oriented leadership; relations-oriented leadership; change-oriented leadership; diversity-oriented leadership; and integrity-oriented leadership.

The role of a leader or leadership within the organization, there are three forms, i.e. (1) the role that is interpersonal; (2) the role that is informational; and (3) the role of decision-making. Regarding the role of the leader is confirmed by Adair (1984), cited by Armstrong (2004: 139), explains:

An expert leadership it has needs that require leadership roles, includes: (1) task needs – to get the job done; (2) individual needs – to harmonize the needs of the individual with the needs of the task and the group; and (3) group needs – to build and maintain team spirit.

Formation Elements of the Culture Organization

In the formation of organization culture, there are two important things that must be considered as the elements in the form of culture organizations and process of forming organization culture itself. Therefore, the first step is related to cultural values that will be built first formulated, so that the application

step is a process of formation of cultural values that have been agreed, beliefs, and norms that must be held by members of an organization; including the advantages to be gained.

Understand culture organization as described above, the following opinion Yukl & Becker (2006: 210) that: *"Shared values, beliefs, and norms held by members of an organization are known as organizational culture. A supportive culture that values employees and their contributions facilitates empowerment"*.

Understanding Leaders and Leadership

Madsen & Gygi (2005) calls it: *leadership skills are highly transferable*; which means leadership skills is well transferable to followers.

In the life of the organization, including the organization of the country, known by the term: the leader or chief. Leadership is not the same as leaders. Leadership is the head office or organization; which therefore there are subordinate. Leaders also have similarities with the boss (chief). The chief is the person who heads an organization in which there are a group of people who carry out a variety of activities or work toward the desired goals. Leaders and chief in use are very different, although equally have a subordinate or a group of people who perform the activity (Asmawi, 2011).

The real ability of a leader is how it affects the followers in order to achieve the desired vision. In the management also of course related to the manager how to influence people; it is described by Armstrong (2004: 115) that: *"Managers are constantly having to exert influence – on their bosses, their colleagues, their staff and their clients, customers and suppliers. They must know about persuading people, presenting cases and resolving problems when exerting influence"*.

Differences and similarities between managers and leaders can happen, including management and leadership, as described by Armstrong (2004: 15): *"Managers have to be leaders and leaders are often, but not always, managers"*. A leader can be a manager, but not always, as a manager; however the manager should be a leader.

In addition, Ohio State University and the University of Michigan leadership studies (1982), shown that *"Leadership in part entails the task-oriented behavior ascribed to managers by Kotter"*.

Including there are distinction between the process of management and leadership; as opinion of Armstrong (2004: 15): *"Management is concerned with achieving results by effectively obtaining, deploying, utilizing and controlling all the resources required, namely people, money, information, facilities, plant and equipment"*.

Meanwhile, about the leadership Armstrong (2004:15) state that: *"Leadership focuses on the most important resource, people. It is the process of developing and communicating a vision for the future, motivating people and gaining their commitment and engagement"*.

Leadership Style of Autocratic and Democratic

About this leadership style, Armstrong (2004:115) state that: *"Autocratic leaders impose their decisions, using their position to force people to do as they are told. Democratic leaders encourage people to participate and involve themselves in decision-taking"*.

Charismatic Leadership Style

Conger and Kanungo (1994) conducted research on charismatic leadership, which results: *"Leadership charisma is a symptom that is irrational and mystical. Such leaders often endowed with supernatural powers so that it can influence and inspire people in a very large number"*.

Visionary Leadership Style

Visionary leadership style has a closeness with the charismatic type, especially in the growing passion or enthusiasm on self-follower. But this leadership style does not contain mystical or supernatural nature, which by Suryadi (2010: 84) has as tuning performance as the charismatic leadership. Visionary leadership involves the ability, capability, exceptional expertise to offer success and glory in the future. A visionary leader able to anticipate any incident that may arise, manage the future and encourage others to act in right ways.

Transformational Leadership Style

Pillai et al. (1999) state that: *"Transformational leaders... motivate their followers to perform beyond expectations by activating followers' higher order needs, fostering a climate of trust, and inducing followers to transcend self-interest for the sake of the organization"*.

Levine (2000) refer the opinion from Vroom (1983) explain: *"Traditionally, most studies of leadership have taken place in business organizations, the military, and government agencies with little attention given to higher education"*.

One theory that is often discussed is transformational leadership, it is as expressed by Levine (2000), which cites the opinion of Bass and Avolio (nd), states: *"Transformational leaders change their organization's culture by inspiring a sense of mission and purpose about the importance of the group's work and stimulating new ways of thinking and problem solving"*.

Furthermore, Levine (2000) which taken the opinion of Bass (1985) state that: *"Transformational leadership is the most successful form of leadership in academic settings"*. Furthermore affirmed Levine (2000), which cites the opinion of Birnbaum (1989) that: *"Transformational leadership is not only inappropriate for a university president, but in fact renders that person less successful because of the distancing involved in becoming a true transformational leader"*.

The Implementation of Transformational Leadership in the University

Levine (2000:41) citing Inkson, Kerr, & Moss (1993) states: "While Bass, Burns, & Avolio, support the applicability of transformational leadership theory to all forms of organizations including universities, other investigators find transformational leadership is not universally applicable".

About this Transformational Leadership is still being argued, but Levine (2000: 42) ensuring that: "Transformational leadership in higher education has been discussed as being either the ultimate savior of academic institutions or alternatively as entirely irrelevant, and even detrimental". Subsequent research conducted by many experts, as confirmed by Levine (2000: 42-43) that:

Since the introduction of Bass's transformational leadership paradigm in 1985, much research, which has been conducted in academic environments, supports the concept of the transformational leader as a successful university president (Fisher, Tack, & Wheeler, 1988; Roueche, Baker, & Rose, 1989; Tucker, Bass, & Danier, 1992).

Other research done by Birnbaum, (1992) which is state by Levine (2000: 42:43) explain that: "Alternatively, other investigators have postulated that transformational leadership is an anomaly in higher education".

Aspects of College Organizational Culture

Regarding the cultural aspect is explained by Denison and Spreitzer (1991: 16), quoting from the paper presented by Comeron and Freeman nothe study results in 334 colleges and universities, as stated:

Studies culture in a large set of 334 colleges and universities. The paper examines three aspect of culture and the impact that they have of effectiveness. The three aspect are: (1) culture type; (2) the congruence of cultural systems such as values, leadership syle, the nature of the individual-organization bond, and strategic emphasis; and, (3) the strength of the cultures.

3. RESEARCH DESIGN AND METHODOLOGY

Types of Research

The principal aim of this study is to describe and analyze the organizational culture of the college. Therefore, this study used a qualitative approach, hoping to uncover the reality of what happened in the field as a whole, both real and hidden.

Logging the Data

In this research, we used several techniques, which are:

- a. Indept Interview
- b. Observation.
- c. Documentation.

Data Analysis

Data analysis is qualitative, where data have been collected in the form of reduced points findings relevant to events or cases according to the focus of the research, it was presented in a narrative. Thus, the data presented in descriptive, factual and systematic. The next process is the conclusion, the analysis of this data is a logical explanation, in which both the data that are qualitative and quantitative (secondary data) served with complementary.

4. RESEARCH FINDING

Organizational Culture and Leadership Aspect

Culture Variety

Type of culture in the form of "Islam" and "Sheikh-Joseph" became cultural strength for the main behavior of all members of the organization and appeared in the life of Tridharma college in the form of cultural values of Islam and Sheikh-Joseph or cultural value UNIS, namely Islamic culture.

Culture System

Values

The values adopted in the cultural life of Tridharma college; namely: (1) the behavior of Islamic culture; (2) morality; (3) honest and disciplined; and (4) have professional integrity and sourced from Islamic culture and Syekh-Yusuf. Cultural values such as guidelines for the behavior of all members of the organization. Regarding these values in line with the opinion of Kilmann, Saxton, & Serpa (1986) said: "Defining culture as a manifest pattern of behavior - Many people use the term culture to describe patterns of cross individual behavioral consistency (CIBC)".

Leadership Style

Leadership style according to the cultural system in college on the old culture is democratic-charismatic leadership. Democratic style is confirmed by Armstrong (2004: 115): "*Democratic leaders encourage people to participate and involve themselves in decision-taking.* Nevertheless, transformational style is a style that is quite successful in the implementation in college. Relation to democratic force which is considered quite suitable for the academic culture because there are followers of involvement and participation in decision making.

Considering the academic life today is filled with global competition, we need a leader who is able to transform the institution to be successful. It is as stated by Levine (2000), which cites the opinion of Bass (1985) argued: "*Transformational leadership is the most successful form of leadership in academic settings*".

Then be firmly stated back by Levine (2000) citing opinion Bass and Avolio (n.d), said: "*Transformational leaders change their organization's culture by inspiring a sense of mission and purpose about the importance of the group's work and stimulating new ways of thinking and problem solving*".

Individual-Organization binding characteristic

Motivate and inspire trait grow well because the establishment of individual-organization bond characterized by an effective leadership style, which is transformational leadership. Included in this was the democratic style.

Regarding the establishment of an individual-organization bond due to the leadership of the match, as confirmed by Levine (2000), citing the opinion of Birnbaum (1989) that: "*Transformational leadership is not only inappropriate for a university president, but in fact renders that person less successful because of the distancing involved in becoming a true transformational leader*".

Strategic Emphasis

- Human resources development strategy

This human resource development strategy can be either provide educational scholarship assistance, provide an opportunity to improve education and facilitate the promotion of functional equivalency & lecturer, it is because the leadership see the human resources as an asset in the implementation of the organization with Tridharma.

- Structure Building Strategy

The strategy builds on the structure of the old culture is not the structure but only associated with people; which is by mutation and/or displacement on the structure that is standard with the objective of efficiency and effectiveness, and also consideration of careers that provide added value to the progress of individuals and organizations.

- Strategy Building Technology

Information technology and/or websites, LAN, WAN, email, or Wi-Fi in the old culture is almost not yet available, but it has become a necessity that needs to be prepared.

- Organization Process Building Strategy

Building a culture system in the organization process went well enough; such as the implementation of common accreditation prepared well. The appointment of a faculty committee that considers aspects of the career, and diplomas are soon to be published. This situation indicates the existence of

management (governance) organizational culture that is well-organized, which has been adopted and make a handle for the behavior of all members of the organization.

Culture Power

Cultural forces at UNIS Tangerang was cultural value, including: (1) Islamic behavior, (2) morality; (3) honest; (4) discipline; (5) integrity; and (6) professional; become cultural values adopted for the organization's members in the old culture and proved to be the "spirit" and the strength of the organization's members in the life of Tridharma college.

Based on studies of organizational culture on college formulated on the research findings above, it can be arranged the following conclusion: Organizational culture has been the spirit and power of members of the organization in Tridharma college life when supported by the appropriate leadership style to the academic climate; which is democratic and/or charismatic style.

5. CONCLUSION AND IMPLICATION

Conclusion

1. Organizational culture of this research has been the adopted cultural values, the spirit and strength to the members of the organization in the implementation of Tridharma college.
2. Judging from the style of leadership shows that the organizational culture that is generated in this study is the democratic style and the appearance of charismatic style. However, that proved to be a successful leader in the implementation of the academic (college) was transformational leader; which leader is able to change the culture through the ability to inspire, motivate and stimulate group work (affect) the thought in solving the problems.

Theoretical and Practical Implication

Theoretical Implication

This study analyzes the results of the theoretical implications of the theory of organizational culture in college. There are several theoretical implications that can be put forward, which is:

1. Democratic-charismatic leadership style is found in the research as the culture of the organization, it is expected suitable to build an organizational culture in college, because in theory as presented by Armstrong (2004: 115): *"In today's world of greater participation, heeding the current call for charismatic presidents who can transform their institutions would more likely lead to campus disruption than to constructive change"*.
2. However, not only democratic-charismatic leader, but needed a proven leader who successfully led the organizational culture in higher education, as stated by Levine (2000), which cites the opinion of Bass (1995) who argued: *"Transformational leadership is the most successful form of leadership in academic settings"*.

Practical Implication

1. Considering the organizational culture has been the adopted cultural values, the spirit and strength to the members of the organization in the implementation of Tridharma college, therefore it should be maintained.
2. Considering the leader has an effective leadership style, which is style of the democratic-charismatic and able to build an organization culture should be maintained. However, for the implementation of the academic (college) was a success, then the transformational style is the best choice.

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