

Model Intrapreneurship Behavior, Transformational Leadership and Organizational Culture in Private University

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ABSTRACT: *In order to develop an organization needs organizational culture and the leader who could be an inspiration and motivate the employees to become more independent, creative and innovative. The purpose of these studies intended to investigate the effects of organizational culture and leadership on intrapreneurship behavior in organizations. The design and methodology approach of this study is quantitative research. Objects and respondents in this research are private university lecturers. Data collected using questionnaires and direct interview with selected respondents. Data were analyzed descriptively and verificatively by using SEM (Structural Equation Model) analysis. The results of these studies founded that the dimensions of transformational leadership consisted of : inspirational motivations, intelectual stimulations, individual considerations and idealized influences has a positive and significant on lecturer intrapreneurship behavior. The dimension of organizational culture, both of the external focus (adaptability and mission) and internal focus (involvement and consistency) has a positive effect and significant on the employee's intrapreneurship behavior. a strong organizational culture with the support of transformational leadership will encourage the creation of independent, proactive, creative and innovative behaviour of the lecturer*

Keywords: *Transformational Leadership, organizational culture, Intrapreneurship*

I. INTRODUCTION

Organizational development is an important part of the education system in private universities. This is because it has a strong influence on the success of achieving the goals of universities, especially the development of organizations related to financial perspective, costumer, business processes / services education and learning. One of the goals of the organization is the improvement of the organization's ability to achieve its goals by exploiting human potential more effectively and evaluating each change and directing it constructively. The potential of human resource is the most strategic asset for an organization. It not only as comparative advantages but also has become competitive advantages. This is because the progress of an organization is determined by the quality of its human resources. The lecturer in university are human resources that have an important to encouraging organizational development. Qualified lecturers who master the field of science, creative, innovative, independent and proactive will have an impact on achievement that led to the strengthening of institutions. To form it must be created atmosphere that can encourage lecturers to always be creative and innovate. The created atmosphere can be formed through organizational culture. Organizational culture represents the perceptions of members of the same organization. Organizational culture encompasses all the patterns of behavior of members of the organization and becomes a grip for every

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individual in interacting, both within the internal scope and when interacting with the external environment. Good interaction between members of the organization makes lecturers comfortable at work and allows them to create ideas that can make their organization grow. Transformational leadership and organizational culture can be related to intrapreneurship. According to Bakar and Mohameed (2014) transformational leadership are related to corporate intrapreneurship and according to Yilzid (2014) there are relationship between organizational culture with intrapreneurship behavior, with those who feel a greater degree of organizational culture awareness shows a more positive reaction to intrapreneurship. this study focused of transformational leadership organizational culture on intrapreneurship behavior in the form of autonomy, creative, innovative and proactive of the lecturers. The research area is a private university.

II. LITERATURE REVIEW

Transformational Leadership

Transformational and transactional leadership style was developed by James MacFregor Burns who applied it in a political context. Furthermore, it was refined and introduced into the organizational context by Bernard Bass. Burn distinguished between transformational leadership and transactional leadership. According to Burns (Yukl, 2010) Transformational leadership calls on the moral values of followers in their efforts to increase their awareness of ethical issues and for mobilize their energy and resources to reform institutions. While the transactional leadership style according to Burn (Yukl, 2010) is Transaction leadership motivates followers by calling on their personal interests. Robbins and Judge (2007) state that basically the approach situational leadership from Hersey and Blanchard identified four specific leadership behaviors from very directive, participatory, supportive to laissez-faire. Which behavior is most effective depends on the ability and readiness of followers. While readiness in this context a it refers to the extent to which followers have the ability and willingness to complete certain tasks.

The leadership formulation of a number shows that in an organization there are people who have the ability to influence, direct, guide and also some people who have activities to influence the behavior of others in order to follow what they want from their superiors or leaders. Therefore, leadership can be understood as the ability to influence subordinates to form collaboration within the group to achieve organizational goals. If people who are followers or subordinates can be influenced by the leadership power possessed by their superiors, they will want to follow the wishes of their leaders consciously, willingly, and wholeheartedly. In the past two decades, transactional leadership and transformational concepts) developed and received the attention of many academics and practitioners (Locander et al., 2002; Yammarino et al., 1993). This is according to Humphreys (2002) and Liu et al. (2003) because the concept popularized by Bass in 1985 was able to accommodate broad-spectrum leadership concepts, including behavioral approaches, situational approaches, and contingency approaches. Therefore, this study focuses on the concept of transformational leadership where transformational leaders evaluate the abilities and potential of each subordinate to carry out a task / job, while seeing the possibility to expand the responsibilities and authority of subordinates in the future. Conversely, the transactional leader focuses on achieving goals or objectives, but does not attempt to develop the responsibilities and authority of subordinates for the advancement of subordinates. This difference causes the concept of transactional and transformational leadership to be positioned in one unit.

According to Bass, B.M (1997), Lam C.S and O'Higgins, E.R.E (2012), the dimensions of transformational leadership are:

- Idealized Influence (charisma). Leaders display confidence, emphasize trust, take difficult issues, present their most important values, and emphasize the importance of goals, commitments, and ethical consequences of decisions. Leaders are admired as a role model for pride, loyalty, trust, and harmony around common goals.

- Inspirational motivation. The leader articulates an interesting vision of the future, challenges followers with high standards, speaks optimistically with enthusiasm, and gives encouragement and meaning to what needs to be done.

- intellectual stimulation. Leaders question old ways, traditions, and beliefs, stimulate new perspectives and how to do things, and encourage the expression of ideas from subordinates.

- Individual considerations. Leaders connect with other people (subordinates) personally, consider their needs, abilities, and aspirations, listen attentively, further develop them, advise, teach and train.

Organizational Culture

Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations (Robbins and Judge, 2017). Organizational culture is the values, beliefs, or perceptions of employees in an organization or organizational unit. Because organizational culture reflects the values, beliefs and behavioral norms employed by employees in an organization to give meaning to the situations they face (Ravasi and Schultz, 2006; Xiaoming and Junchen, 2012), it can affect attitudes and behaviors staff (Scott-Findlay and, Estabrooks CA, 2006). Organizational culture refers to a set of attitudes and behaviors adopted by employees of a particular organization, affecting its total function and well-being (Belias, Dimitrios and Koustelios, Athanasios., 2014).

Organizational culture shows how employees feel the characteristics of organizational culture, not whether they like its characteristics, this is important because it differentiates the culture from job satisfaction (Robbins and Judge, 2017). Schein (2010) illustrates how organizational culture can be analyzed at several levels: (1) visible artefacts: refers to organizational specific attitudes, beliefs and behaviors and may include location and architecture, technology and products, mission statements and values, individuals (eg. employees dress code), practices and stories, language and jargon, and even a sense of humor, taboo, or employee-specific rituals and ceremonies; (2) beliefs, values, rules, and behavioral norms in which these values enable members of the organization to interpret the signals, events, and issues that guide the behavior; and (3) underlying, take-to-grow, and fundamental assumptions and refer to the interpretive personal schemes used to understand situations as creating the basis for collective action.

According to Denison (1990) there are four concepts that describe the impact an organizational culture can have on organizational member involvement; adaptability to respond to new circumstances while still maintaining its basic character; a strong or clear consistency or culture; and a clear mission to provide direction and meaning. These four ideas are presented individually and then integrated to form the Cultural Model. Cameron and Quinn (2006), suggest four types of culture that primarily refer to relationships among employees: 1) Hierarchical culture: this type of culture is considered well-coordinated, characterized by formal rules and policies. 2) Market culture: organizations that adopt this type of culture aim to be highly competitive, while victory is the "glue" that brings together employees and organizations. 3) Clan Culture: This type of culture refers to a friendly and "comfortable" work environment, in which the workforce is regarded as a big family and superiors are considered as mentors; employees are characterized by high work and organizational commitments and develop friendly relationships. 4) Types of Adhocracy: This type of culture is characterized by innovation and risk taking, guaranteed by a highly creative and dynamic work environment. Deal and Kennedy (2000) measure the organization in terms of feedback and risk, and they use these factors to suggest four cultural classifications: 'The Tough-Guy Macho Culture', where employees often take high risks and get them quick feedback on their actions; 'The Work Hard / Play Hard Culture', representing a sales organization, which does its best for customer service and high quality employees, takes some risks but receives quick feedback, employees operating in this type of culture must be very active and positive all the time ; 'Betting Your Corporate Culture', 'big bets' decisions are taken but the results, and whether the decisions are true or false, are known after a very long period of time, typical organizations may include development and construction businesses where the end result comes after several years and 'Process Culture ', reflects the organization that does not take risks, there is little feedback and employees are more concerned with how the work is done than what the end result, the organization in the public service adopts this kind of culture, where the high bureaucracy and the red ribbon are present.

Organizational culture can develop over time, if the leaders succeed in delivering their schemes and values to employees, they can become so embedded and accepted that employees act unconsciously in certain ways while they experience feelings of security and belonging. A good organizational culture will value innovation and flexibility rather than suppress it, give freedom

to take risks, and reward people for recognizing problems, rather than punish them for reporting problems (Sullivant., J, 2016). Puctait et al. (2016) states that organizational culture influences organizational innovation, especially innovative processes and behaviors. Riivari et al. (2012) argued the importance of the dimensions of organizational culture ethics in encouraging organizational capacity to innovate.

Intrapreneurship

Intrapreneurship is an entrepreneurial orientation behavior within an existing organization. (Pinchot, 1985) emphasizes the importance of intrapreneurs in keeping organizations in order to thrive. According to Stevenson and Jarillo (1990) intrapreneurship as a process whereby individuals in organizations pursue opportunities through the resources that they control today. Intrapreneurship is an entrepreneurial spirit that exists within organizations (Hisrich and Peters, 1998), and is a driver of innovation and innovation within the organization (Sharma and Chrisman, 1999). Entrepreneurs who live in the organization or intrapreneur who always innovate and dare to take risks will bring the organization renewal (Sijde, Veenker, & During, 2013).

There is a difference between a conservative company and an intrapreneurship company, a risk-averse, non-innovative, and reactive conservative company, while an entrepreneurial enterprise is risk-averse, innovative, and proactive (Covin and Slevin, 1986). Intrapreneurship exists within the company, will act entrepreneurship in pursuit of new opportunities, otherwise non intrapreneurial companies are mostly fixated with existing management (Antonic and Hisrich, 2001)

According to Antonic and Hisrich (2003), Intrapreneurship has evolved into three focus areas: the first focus on individual intrapreneurs that emphasize the individual characteristics that intrapreneurs who require support from entrepreneurs in organizations is also a part of this area of focus. The second focus is for the formation of new corporate enterprises that emphasize the differentiation of new business types that fit the corporation, and enable their internal corporate environment. The third focus is the entrepreneurial organization that primarily emphasizes the characteristics of the organization. An environment that supports the organization, as an internal climate factor on the one hand is described as a facilitator for organizations to spur organizational entrepreneurial activities (Antonic and Hisrich, 2001; Hornsby et al 2002).

Intrapreneurship employees build personal resources over time, which will encourage employment engagement (Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. 2017). According to Rojuaniah (2016), 8 factors that can encourage the development of intrapreneurship behavior in the company are leadership, remuneration, organizational culture, communication, openness work environment, career development, personal traits and technological aspects. Antonic, B (2007), in his writing states the dimension of intrapreneurship is a new business adventure, innovation, self-renewal and proactive. Karimi et al. (2011) using intrapreneurship dimensions are risk taking, Innovation, self-renewal and proactive. Kuratko et al. (1990), and Hornsby et al. (2002), states that it requires awards, management support, resources (including time), organizational structure, and risk taking in encouraging intrapreneurship.

Although much evidence has shown that the intrapreneurial activities of an employee (ie employee intrapreneurship) have a positive impact on organizational outcomes, research on how these activities affect employee outcomes is low. In this study focused on individual intrapreneurs or intrapreneurship behavior of lecturers.

METHODS

The method used in this study is a survey method which is a measurement process to collect information using a questionnaire. The survey method that is determined is by explanatory survey, because it will explain the relationship between the variables studied. The type of relationship between variables is causal, namely the independent variable influencing the dependent variable. The research is explanatory, which refers to the hypothesis theory that will be tested as the cause of the phenomenon. The unit of analysis in this study is the lecturer of private universities. The method used in this study is a survey method which is a measurement process to collect information using a questionnaire. The survey method that is determined is by explanatory survey, because it will explain the relationship between the variables studied. The type of relationship between variables is causal, namely the independent variable influencing the dependent variable. The research is explanatory, which

refers to the hypothesis theory that will be tested as the cause of the phenomenon. The unit of analysis in this study is the lecturer of private universities. Considering that this research is descriptive-verification, the data sources used in this study are primary and secondary data. Primary data in the form of information obtained directly from lecturers at private universities obtained through interviews and distributing questionnaires. While secondary data is obtained by reviewing data collected or processed by companies and related institutions / associations and study documents relevant to the research theme.

Data generated from questionnaires relating to research Leadership Style, Organizational Culture, and Intrapreneurship were obtained through questionnaires distributed using interval data with a Likert scale using a score of 1 to 5. The use of this interval data is not possible to obtain absolute values from the motorcycle taxi studied, but only the tendency, therefore the questionnaire which is the measurement tool in this study needs to be tested for reliability. To overcome this, two types of tests are needed, namely the validity test (test of validity) and reliability test (test of reability). This reliability test aims to get clues about the accuracy and stability of the measuring instrument used.

The analysis of the research instrument in question is one form of measuring instrument used to test whether the research instrument used meets the requirements of a good measuring instrument or does not comply with the standards of the research method. According to Sugiono (2008) that an instrument is said to be good if the instrument has three main requirements, namely: (1) valid or valid, (2) reliable or reliable, (3) practical. Because the data collection was done using instruments in the form of questionnaires in addition to observation and interviews, the validity and reliability of this research instrument was tested.

In accordance with the research objectives and hypotheses that have been proposed, the data analysis design used in this study is Structural Equation Modeling (SEM) to explain the causal relationship between latent variables that cannot be measured directly. SEM consists of two parts, namely the measurement model (measurement model) is used to connect observed variables (observed variables) with latent variables, and the second part is structural models (structural models) which show the causality between latent variables. This equation model is often stated in the path diagram.

Consideration of using Structural Equation Modeling in this study, because of its ability to measure constructs through its indicators and analyze manifest variables, latent variables, and measurement errors. Before testing the hypothesis using multivariate analysis through structural equation modeling (SEM), it is necessary to develop a relationship model between variables.

III. FINDINGS AND ARGUMENT

Based on the results of statistical analysis, get the research model as shown figure 1.

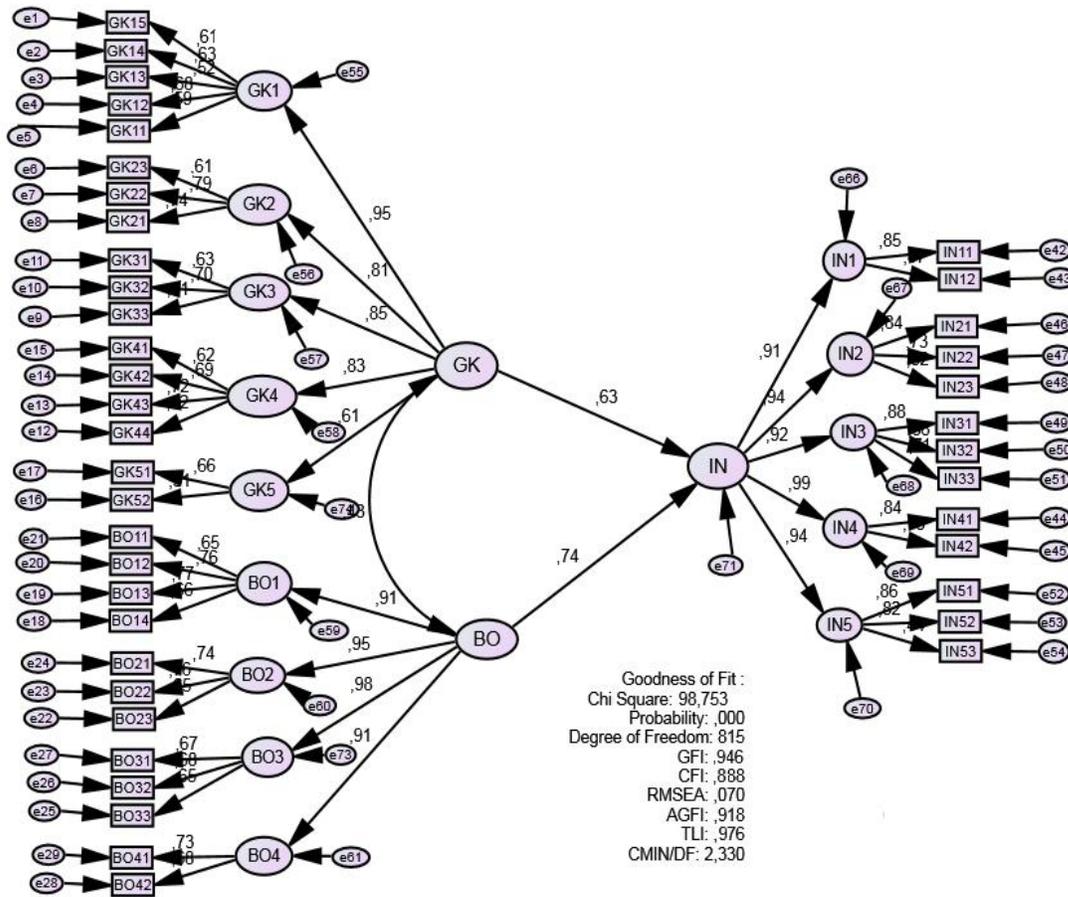


Figure 1. Confirmatory Factor Analysis of the Transformational Leadership Style (GK) variable, Organizational Culture (BO) and Intrapreneurship (IN)

The picture above shows the value of loading factor moving from the lowest (0.52) to the highest (0.98). This shows the suitability of the model (model fit) leadership style variables, organizational culture and intrapreneurship in general is good enough in terms of the value of the loading factor that is close to 1 or past the median / middle value (0.5)

Meanwhile, based on the calculation of the Goodness of Fit, it is known that the value of DF, CFI, AGFI, TLI, RMSEA and CMIN / DF have met the criteria of good fit, while GFI meets the criteria of marginal fit. These results indicate that specifically the empirical model of the leadership style, organizational culture and intrapreneurship variables are sufficiently fit with the theoretical model that has been built. The results of the influence analysis on the three variables above can be seen in the following table.

Table 1. Results of Analysis of the Effect of Transformational Leadership Style (GK), Organizational Culture (BO) and Intrapreneurship (IN)

Regression	Estimate	S.E.	C.R.	P	
IN <--- GK	1,489	,246	6,053	***	Sig.
IN <--- BO	1,306	,233	5,605	***	Sig.

The results of the analysis showed that the value of $t \text{ test} > t \text{ table}$ is $6.053 > 1.96$ with a probability value (P) < 0.05 means that there is an influence of leadership style on intrapreneurship. The results of the analysis means that leadership style influences intrapreneurship. This supports the research of Mariano, J.A. et al (2014) which states that leadership style has a

positive impact on employee intrapreneurial behavior. Leaders play an important role in encouraging and supporting individual initiatives of employees to seek new opportunities, develop new products or to improve work procedures for the benefit of the organization. The second results of the analysis showed that the t value $>$ t table is $5.605 > 1.96$ with a probability value (P) < 0.05 means that there is an influence of organizational culture on intrapreneurship. The results of the analysis means that organizational culture affects intrapreneurship. This supports the results of the research by Duobienė, J. (2008), which states that organizational culture significantly contributes to the innovation behavior of its employees. According to Eesley and Longenecker (2006), the most important thing in intrapreneurship is to create an organizational culture that promotes intrapreneurship. A well-developed organizational culture will encourage and develop expectations, trust employees that the organization will support, encourage and reward employees who have initiative, innovative and risk-taking.

The results of the analysis of the influence of leadership style and organizational culture together (simultaneously) on intrapreneurship can be seen in the table below.

Table 1. Results of Analysis of the influence of leadership style and organizational culture simultaneously on intrapreneurship

Squared Multiple Correlation	
Endogenous Variabel	Estimate R-square
Intrapreneurship (IN)	0,645

The table above shows Estimate R-square intrapreneurship which is explained by the variables of leadership style and organizational culture together (simultaneously) positive values of 0.645 or 64.5%. This means that the leadership style and organizational culture simultaneously affect intrapreneurship. The results of the analysis show that if the transformational leadership style and organizational culture that together support each other can increase intrapreneurship. According to Atienza, C. M. R. (2015), leadership and the creation of organizational culture that supports innovation and creativity will strengthen employees' intrapreneurship.

IV. CONCLUSIONS

Transformational leadership, the main role of a leader is as a catalyst for change that will be implemented, meaning that the leader plays a role in increasing the existing human resources and trying to provide a reaction that raises high morale and workforce for members, but does not act as a supervisor of change, which is more important again is the demand to have a strong vision.

The culture of the bureaucratic organization will determine what is allowed and not to be done by members of the organization; determine the normative limits of the behavior of organizational members; determine the nature and forms of organizational control and supervision; determine the managerial style that can be accepted by members of the organization; determine the right ways of working, and so on. Specifically the important role played by organizational culture (bureaucracy) is to help create a sense of belonging to the organization; creating the identity of the members of the organization; creating emotional attachment between the organization and workers involved in it; help create organizational stability as a social system; and find a pattern of behavioral guidelines as a result of the norms of habit that are formed in everyday life.

Transformational leadership style and organizational culture influence intrapreneurship private university lecturers. The combination of effective leadership with an optimal organizational culture will encourage lecturers to be more independent, innovative, proactive, competitive and risky. Leaders' attitudes that are good in individual considerations, intellectual stimulation, inspiring motivation, provide an ideal influence and consideration of rewards will encourage independent, innovative, competitive behavior and make them proactive and risky. While the organizational culture that is applied consistently, involving all members of the organization, able to understand every change and clear with the direction of the

mission set will make the lecturer feel comfortable and clear what he must do so that it will lead to and encourage the emergence of intrapreneurship behavior.

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