The Relation of Leadership and Organizational Culture in Medan City Government

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Abstract: The phenomenon of the mayors of Medan which ending up in prison because of corruption cases, as experienced by Abdillah, Rahudman Harahap and Dzulmi Eldin, seems to have brought obstacles to the progress of achieving the government of Medan City, it is proven that in the era of Dzulmi Eldin, he received the title of the Dirtiest City because he was unable to handle waste, floods and illegal levies, this shows a relationship between corrupt leadership and poor performing organizational culture. Therefore, this study was designed to determine the relationship between leadership and organizational culture in the Medan City Government by using descriptive research methods through a qualitative approach. The data collection technique used is through library research, interviews, and observation. The data were analyzed by triangulation based on in-depth interview data, observations and literature studies. The results of this study indicate that there is a close relationship between the leadership of Dzulmi Eldin's tenure through organizational culture and poor performance, this is evidenced by the poor handling of waste, frequent flooding, and the occurrence of illegal levies. This situation began to change when the new leader for the city of Medan, Bobby Nasution, began to improve the performance of the city of Medan, so that with firm leadership there was a change towards an organizational culture with good performance in the city of Medan with indications of improved public services.

1 INTRODUCTION

Leadership and organizational culture are interdependent phenomena because every aspect of leadership ultimately forms organizational culture. For example, every office has their own regulation that must be followed by the employees. This situation happened because each leader has their own way to lead the company. This phenomenon is obtained such as in employee's work ethic, teamwork, attitude, and integrity. All these things describe the leadership that exists in an agency and describe the culture that exists in the company. We will discuss one by one the phenomena because of the relationship between leadership and corporate culture Related to the phenomena that has been explained above, the integrity in the Medan City Government still needs to be questioned, this is because the Corruption Eradication Commission (KPK) RI announced the results of the Monitoring Center for Preventation (MCP) that the Medan City Government received the Red Zone title (www. pkpberdikari.id).

Departing from this statement, it is thus in line with the cases of public officials involved in corruption cases. Since the last 15 years, corruption cases have approached leading officials within the Medan City Government by attracting attention from these cases which have been alternated in each period of the Mayor of Medan. It started with the Mayor of Medan Mr. Abdillah in 2005-2008, Mayor Rahudman Harahap for the period 2010-2013 and the last one was Mayor Dzulmi Eldin for the period 2014-2019. The phenomenon of "hat-trick corruption" illustrates a situation where there are still many leadership problems in the city of Medan, especially the case of regional heads who are involved in corruption in the Medan City Government. Within a decade of Medan City there was a "Young Mayor" named Bobby Nasution and on the 100th day of his reign Bobby Nasution received an Unqualified Fair (WTP) for the Medan City Regional Government Financial Report (LKPD) for the 2020 Fiscal Year. Thus, this is a good picture for the future of the Medan City Government

and implementing good governance for organizational culture.

Organizational culture is one of the factors that need to be built in government, starting from the Central Government, Provincial Government and City and Regency Governments, even in Village Governments in Indonesia. It is through socialization, implementation, and determination of organizational culture that the wheels of government can be expected to be able to meet the expectations and demands of the community where the government is run. implemented well if not communicated properly and appropriately.

The author tries to present an example of how organizational culture applies good governance in accelerating excellent service. As stated by (Sedarmayanti, 2014) that there is a value of Transparency and Accountability to realize good governance, as well as in excellent service there is responsibility in handling customer complaints (Rahmayanty, 2013).

Based on this point, the Medan City Government attaches its vision as a "Clean Field" with the aim of creating social justice through clean, professional, accountable, and transparent bureaucratic reform based on the spirit of serving the community. In line with that, the actions and reactions taken by the Mayor of Medan were as expected by the residents of the City of Medan, such as carrying out sudden inspections which were often carried out due to reports from residents. An example of this is the removal of the East Sidorame Village Head from Hermanto (Kompas.com).

The next problem is the waste management. The city of Medan was also awarded the title as the dirtiest city in Indonesia at the end of 2019 by the Ministry of Environment and Forestry (KLHK) which showed the failure of the Medan City Government to handle the waste problem. As much as 2,100 tons of waste is produced every day and an average of 63,000 tons per month becomes the root of the problem and develops into the blockage of many cities drainage channels, and causes flooding when it rains (Waspada, 2019).

One of the reasons for this waste problem is that the Falls Final Disposal Site (TPA) still uses an open dumping system, so that it became one of the triggers that led the City of Medan to achieve the title of the dirtiest city, which was immediately addressed by Bobby Nasution. The number one person in the Medan City Government wants to change the waste management system from open dumping to a sanitary landfill. For this reason, Bobby Nasution has prepared a Regional TPA in Telun Kenas with the North Sumatra Provincial Government and Deli Serdang

Regency Government which uses the sanitary landfill system (liputan6.com).

During the leadership of the Mayor of Medan, Mr. Boby Nasution, this problem became a main step and an effort to overcome the problem of cleanliness in the city of Medan. Through the various policies he has issued, it is proof that there is a commitment to fixing the hygiene sector. Bobby Nasution's latest policy in overcoming the problem of cleanliness, launched the Clean Area program through the Decree (SK) of the Mayor of Medan No. 658.5/31. K/VIII/2021, regarding Pilot Locations for Clean Free Areas in Medan City in 2021. In this case, up to now there have been six points that have become pilot areas, namely: First, Kampung Sejahtera. Second, Medan Petisah, to be precise, in Neighborhoods 1 and 3. Third, Neighborhoods 4 and 5, Tanjung Mulia Village. Fourth, Medan Deli Sub-district and Environment 22 and 23 Kelurahan Pekan Labuhan. Fifth, Medan Labuhan District. Finally, there are 3 markets, namely Lau Cih Main Market, Bhakti Market and Sentosa Baru Market (sindonews.com).

Not only the Decree is serious evidence of the number one person in Medan City in dealing with waste problems in Medan City, but the next formulation is also by issuing Perwal No. 18/2021 concerning Delegation of Partial Waste Management Authority to Districts. With this delegation, the handling of waste that was previously handled by the Medan City Sanitation and Park Service is now handed over to the sub-district. In addition to being faster, Bobby Nasution also assessed that the sub-districts have a better understanding and control over the waste problem in their respective areas.

The program intends that the clean area program can be a trigger for other sub-districts to be more concerned about the cleanliness of their respective areas. This is also proven by the increasingly routine sub-districts doing cooperation and the community is also starting to become aware of taking part in maintaining the cleanliness of the living environment. The clean area program has been appreciated by several parties, including former Indonesian Forum for the Environment (Walhi) activist Bambang Antariksa SH MH. He admitted that such a policy was the one he had been waiting for because it directly touched the core of environmental issues in the city of Medan. This strategic policy should be maintained, then Bambang Antariksa also suggested that the mayor should evaluate and replace it with a more cooperative apparatus. It is important to do this considering the importance of the role of the apparatus for the success of the program launched (sindonews.com).

From the chronology, there are still those who practice bad organizational culture that is detrimental to the community. Organizational culture is a perspective on the tasks, work and activities carried out (Ndraha, 1999). Culture is a deposit of knowledge, practices, beliefs, values, attitudes, meanings, hierarchies, religions, records of time, roles, certain relationships, universe concepts, material objects, and thoughts that are recognized by a group of people which are then passed down from generation to generation. other. Culture will show the rules of the game that apply in a group or organization Liliweri (2014). Organizations with a strong culture will affect the behavior and effectiveness of performance. Organizational performance will run in accordance with the culture it adheres to in the organization. In addition, the application of culture in an organization will also shape the character of each member by itself in carrying out their duties and achieving the goals of the organization.

The reality faced by society today is that the government has not been optimal in providing services to the community. Many officers who serve as spearheads in providing services to the community do not understand the philosophy, strategies and techniques of providing services to the community. One of the reasons is because the government is monopoly in providing services to the community, so there is no competition, this causes a lack of attention to the competence of the officers who provide services. Based on the research on organizational culture, the researcher is interested in raising the theme of analyzing the organizational culture of the Medan City Government.

2 LITERATURE REVIEW

2.1 Leadership

Kartono (2016:38) stated that a leader is a person who has skills and advantages, especially excess skills in one field, so that he is able to influence other people to jointly carry out certain activities, for the achievement of one or more goals. In Joseph's opinion C. Rost in Safari (2004:3) leadership is a mutually influencing relationship between leaders and followers (subordinates) who want real changes that reflect their common goals. Kartono (2016: 6) leadership is a matter of relations and influence between the leader and the led. The leadership emerges and develops as a result of automatic interaction between the leader and the individuals being led (there are interpersonal relationships).

According to Istianto (2009:87)there are some meanings of leadership is as follows:
a. Leadership is an activity in leading while a leader is a person who has the ability to influence others so that other people follow what they want. Therefore, leaders must be able to organize and influence others to achieve common goals.
b. Leadership is where a leader must be able to organize and influence others to achieve common goals.
c. Leadership is a subject in management and administrative science because leadership is related to the relationship between superiors and subordinates in the organization.
d. Leadership is a human-oriented process and can be measured by its influence on organizational behavior.
e. Government leadership is the attitude, behavior and activities of government leaders at the central and regional levels in an effort to achieve the goals of implementing state government.

Rivai (2003:2) states that the broad definition of leadership includes the process of influencing in determining organizational goals, motivating followers' behavior to achieve goals, influencing to improve the group and its culture. Thus it can be concluded that leadership is a process of influencing and directing individuals and groups who are members of an organization to carry out all activities or activities for the achievement of common goals (individuals, groups, and organizations).

While the leader is a person who holds control over an organization to influence subordinates or followers to want to work together effectively and efficiently in achieving organizational goals. In other words, a leader is someone who carries out the leadership process. That way, the leader is an influence for the people he leads. A leader is required to fully understand the potential of the organization under him to be able to understand the problem from all aspects. In addition, leaders are also required to have the ability to communicate problems well and wrap it up so as not to become a concern for the subordinates they lead.

When we talk about the leadership, it is necessary to have indicators of leadership. According to Wahjosumidjo (1991) in general, leadership must be able to give suggestions in other words, suggestions are usually referred to as suggestions or suggestions. In the context of leadership, suggestion is an influence and so on, which can move the hearts of others and suggestions have a very important role in maintaining and fostering self-esteem and a sense of devotion, participation, and a sense of togetherness among subordinates. Besides that, it is also able to

create a sense of security. Every leader is obliged to create a sense of security for his subordinates. Regarding this, it can only be implemented if every leader is able to maintain positive things, an attitude of optimism in dealing with all problems, so that in carrying out their duties, subordinates feel safe, free from all feelings of anxiety, worry, feel they get security guarantees from the leadership.

2.2 Organizational Culture

Andrew Pattigrew (in Kusdi, 2011) defines culture as a system of meanings which are collectively and openly agreed to apply to a group at a certain time. This system consists of terms, forms, categories and images that provide an interpretation of the situation faced by a person.

According to Edgar Schein (in Kusdi, 2011) is a pattern of basic assumptions that are created, found or built by a group in the learning process to overcome problems of external adaptation and internal integration and have been proven to work well enough so that they are considered valid and must be taught to students. new members as the correct way of looking, thinking and feeling in relation to these issues.

Subjective circles view organizational culture as a formation that shapes organizational reality and gives meaning to its members (Masmuh in Purworini et al, 2014). Organizational culture is often defined as a set of norms, values, beliefs, customs, ceremonies, attitudes and concepts held by individuals, groups, communities or organizations. A broader definition explains that culture is not only in the form of what has been believed or attached but also includes the identification of a certain set of perceptions formed by the individual or group level.

Organizational culture is the perception of organizational members regarding key values and shared concepts that shape their image of the organization, including a positive climate, negative influence, quality excellence, growth potential, organizational elements, small and immature and active or encouraging organizations (Kriyantono, 2010). Wirawan explained the definition of organizational culture which contained several key words that needed to be explained, namely:

a. The content of organizational culture consists of various types (artifacts, values, norms, assumptions and organizational philosophy.

b. Socialization, namely organizational culture is socialized, diffused and taught to every member of a new organization. The contents of organizational culture are introduced and taught and applied in organizational activities. For those who are members of the organization must understand, feel belonging and apply in themselves. If members of the organization violate it, they will be given sanctions.

c. Developed over a long time, explains that organizational culture was first developed by the founder of the organization. Norms, values, mindsets, culture and religion of the founders of the organization affect the organizational culture (Wirawan in Setiati, 2012).

Culture can be tested as a variable or as a root metaphor. When viewed as an external variable, then culture is something that is brought into the organization. If limited as an internal variable, the emphasis is placed on cultural forms (rituals, stories and so on) that are developed within the organization. The basic metaphor analysis views organizations as knowledge structures, shared symbolic patterns and reflections of unconscious processes (Smircich and Calas in Pace and Faules, 2010).

The failure of the organizational change process is largely due to the clash of culture and climate. Culture refers to the values and traditions that are rooted in an organization, be it in a company or in government. Successful change can be found by reframing the organizational mindset, by adopting a holistic system, networking and increasing communication and collaboration. Change and adaptation must be part of the organizational cultural values (Sopow, 2007).

Organizational culture can affect the way employees behave, how they describe their jobs and how they work with other workers. In every organization, organizational culture is always expected to be good, because organizational culture will relate to the success or failure of the organization in achieving its goals. Robbins defines organizational culture as a system of shared meaning held by members that distinguishes the organization from others which is a set of main characteristics that are valued. (Robbins, 1996).

Organizational culture in which there is a strong organizational culture and a weak organizational culture. Robbins explained that a strong organizational culture will increase behavioral consistency. A strong culture shows high agreement among members about what the organization stands for. The agreement fosters organizational cohesion, loyalty and commitment. A strong culture can act as a substitute for formality. A strong culture achieves the same end goal without the need for written documents. (Robbins, 1996).

Furthermore, to solve the problem of organizational culture in the Medan City

Government, organizational culture according to Victor Tan in Wibowo (2006) is as a Control (supervision). As well as the existence of a communication pattern (communication pattern) That is a level where organizational communication is limited to the authority of a formal hierarchy.

In other words, based on the description of the experts above, organizational culture is related to the norms of individual behavior in the organization which means individual initiative, tolerance for risk, supervision, management support, communication patterns in work and behavior and how they perform their duties and functions to achieve the organization's vision and mission.

2.3 Performance

Performance can also be said to be a result (Output) of a certain process carried out by each component of the organization against certain sources used. In his opinion (Robbins, 2016) suggests that organizational performance is a result achieved by employees in their work according to certain criteria that affect the organization where they work. The work achieved by an agency in carrying out its duties within a certain period of time, both related to inputs, outputs, outcomes, benefits, and impacts with responsibilities can facilitate the direction of structuring government organizations.

Performance is the totality of the work achieved by an organization. The achievement of organizational goals means that the performance of an organization can be seen from the level of the professionalism of its human resources in doing a job and can create ideas or ideas that are used to achieve goals based on goals. previously set. Furthermore, for performance according to (Sobandi, 2006) said that productivity should be, the concept of productivity not only measures the level of efficiency, but also the effectiveness of services. Productivity is generally understood as the ratio between inputs and outputs.

In addition, accountability must also show how much the policies and activities of the organization are subject to high leadership, the assumption is that these high leaders, because they are elected, will by themselves always represent the interests of subordinates.

3 RESEARCH METHODS

This research was designed by using qualitative descriptive research with in-depth interview. The data collection was taken by asking five ASN employee as

an informants in the Regional Secretary of the Medan City Government and five informants in the Medan Marelan District which the author considers a sub-district that seems dirty and slum based on the posts uploaded. in online news media (waspada.id)

In this study, the researchers wanted to know the relationship between leadership and organizational culture of the Medan City Government, because in the era of regional autonomy and with the transition period of the leadership of the Mayor of Medan, this is very interesting to discuss because of whether there are differences in the old culture with the current culture. increasingly advanced and increasingly sophisticated technology and leadership is now led by a young mayor who is 31 years old. In addition, how culture is developed and innovated to achieve the organizational goals of the Medan City Government.

The main interview questions were also adopted from the OCAI (Organizational Culture Assessment Instrument) developed by Cameron and Quinn, the purpose of which was to help identify culture. The data analysis technique in this study used descriptive qualitative analysis with the Miles and Huberman model by using data to make it easier to analyze the results of the interview.

4 DISCUSSIONS

In looking at the measurement of Organizational Performance, the government has made an assessment reference that serves to help assess the Performance of Government Organizations including the value of the Bureaucratic Reform Index and the value of SAKIP (PP Article 1 N0.29 of 2014). Bureaucratic reform is one of the government's efforts to achieve good governance and carry out fundamental reforms and changes to the government administration system, especially regarding institutional (organizational) aspects, management and human resources of the apparatus. Through bureaucratic reform, there is an arrangement for the government administration system in which money is not only effective and efficient, but also bureaucratic reform becomes the backbone in changing the life of the nation and state

However, when viewed through the Bureaucratic Reform Index in the Medan City Government, starting from 2018 it was found that the value was 50.39 in 2019, it was worth 50.62 and finally got a value of 50.98. If seen since 2018, 2019 and 2020 the Medan City Government Bureaucratic Reform Index gets the CC category which means enough.

As stated in PP No.29 of 2014 in article 1, about the Performance Accountability System for Government Agencies, hereinafter abbreviated as SAKIP, is a systematic series of various activities, tools, and procedures designed for the purposes of determining and measuring, collecting data, classifying, summarizing, and reporting. performance in government agencies, in the context of accountability and performance improvement of government agencies.

The Performance Accountability System of Medan City Government Agencies, it can be said that it is still not good, this is obtained from the assessment of the Ministry of Administrative Reform and Bureaucratic Reform which got the CC category which means enough. Since 2018, 2019 and 2020 the Medan City Government has been stagnant in the moderate category. Lastly, the merit and professional system of the state civil apparatus in the Medan City Government from 2018-2020 was categorized as bad and low.

From the illustration above it can be shown that the achievement of the implementation of tasks in organization in Medan City is still not good.

The leadership period of the Medan City Government at that time was giving to Dzulmi Eldin 2014-2019 and at that time there were also many events that covered issues related to leadership and organizational culture in the Medan City Government. At the beginning, it was highlighted that Dzulmi Eldin was legally proven guilty of committing a criminal act of corruption which was carried out jointly and continued in the bribery case related to projects and positions within the Medan City government for the 2019 fiscal year along with the Head of the Public Works Department. Medan City (Medan District Court).

Another problem is that the City of Medan was also awarded the title as the dirtiest city in Indonesia at the end of 2019 by the Ministry of Environment and Forestry (KLHK) which showed the failure of the Medan City Government to handle the waste problem. As much as 2,100 tons of waste is produced every day and an average of 63,000 tons per month becomes the root of the problem and develops into the blockage of many city drainage channels, and causes flooding when it rains (Waspada, 2019). The unprofessionalism of the Medan City ASN in handling waste is of course evidence of the mismanagement of the Medan City Government. The last problem that is often encountered is illegal fees. This finding was revealed when the Mayor made a surprise inspection (sidak) at the Medan Disdukcapil Office. The result of the inspection was only a warning from Dzulmi Eldin (sumut.antaranews.com).

From these problems, now various efforts are made to restore the image of Medan City to be even better, such as one of them being the title of Adipura City, a waste-free city in the past. This effort is now mandated through Bobby Nasution through the election contestation. The 100 working day movement was deemed worthy of being the leader of the city of Medan, one of which was marked by a focus on overcoming waste. The movement has received praise, one of which is the Regional Executive Director of the Forum for the Environment (Walhi) of North Sumatra (Sumut) Doni Latuparisa who views that Bobby's quick move to resolve the waste problem is the right step (regional.kompas.com).

Furthermore, Bobby Nasution also had another phenomenal action by giving of 100 working days also removed the Head of the Health Service and the Village Head who were deemed not good in carrying out their duties. As for the Lurah who was removed for making illegal levies in the East Sidorame area, Medan Perjuangan District, this happened because of the complaint service from the community.

From the description above, for the category of good leadership as stated (Wahjosumidjo, 1991) that the leader must be able to create a sense of security and good suggestions for the Medan City government bureaucracy and also the Medan City community. The suggestion is characterized by being able to move the hearts of others and suggestions have a very important role in maintaining and fostering self-esteem. That is what Bobby Nasution showed to his staff that if there is deviant behavior in carrying out their main duties and functions in each of their fields, the dismissal will take effect. Apart from that, there was also a sense of security which was marked by complaints from the public, Bobby Nasution immediately went into the field to see and visit the village head of East Sidorame, District of Medan Perjuangan.

In organizational culture, it can be seen from control or supervision as said by Victor Tan in Wibowo (2006) that the number of rules and direct supervision used to observe and supervise work behavior. That way it was Bobby Nasution's right step in providing direct supervision to his staff so that and supervising work behavior, the rest Bobby Nasution also carried out a Communication pattern (communication pattern). Medan City to remove the East Sidorame Village Head, Medan Perjuangan District. Another solution of the waste problem shown by Bobby Nasution is to focus on dealing with

waste problems in Medan City. In order to make Medan clean from garbage, Bobby made a number of breakthroughs. Bobby did this by issuing Mayor Regulation (Perwal) No. 18/2021 concerning Delegation of Waste Handling.

The waste management in the city of Medan is assigned to the sub-district, along with honorary staff and vehicles. The details are 2,550 daily casual employees (PHL), 251 units of garbage trucks, and 666 units of garbage trucks. Not only that, to solve the waste problem, the Medan City Sanitation and Parks Office collaborated with waste experts from Singapore. Through this collaboration, waste can be managed using biotechnology methods. The technology can be used to convert waste into organic fertilizer, decompose waste, increase waste processing time efficiency, and make waste not harmful to skin health (regional.kompas.com).

As seen from a theoretical perspective related to leadership, Bobby Nasution gives suggestions such as an influence that is able to move the hearts of others with the presence of Honorary staff and creates a sense of security being able to maintain positive things, an attitude of optimism in dealing with all problems, so that in carrying out his duties, with providing garbage trucks of about 251 units to provide a stimulant to the community so that they can carry out the tasks that have been previously set.

From the theoretical study of organizational culture in waste management, Bobby Nasution provides Control (supervision) The number of rules and direct supervision used to observe and supervise work behavior. As well as the existence of a communication pattern (communication pattern) That is a level where organizational communication is limited to the authority of a formal hierarchy.

The regulation is stated in (Perwal) which concerned about the delegation of waste handling. By giving the delegation to Assistant of Regional Secretariats for supervising of the implementation of the authority delegated to the sub-district head and the sub-district head is responsible for carrying out tasks through the application of collaboration within the sub-district environment.

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5   CONCLUSIONS

After doing a research related to the relation between organizational cultural and the leadership of Medan city government, the researcher found some conclusion which will be mentioned as follows:

• The Bureaucratic Reform Index is still in the adequate category for the Medan City Government, but this is a process of improvement marked by Bobby Nasution's firm attitude as the Mayor of Medan who oversees his staff, greets the community and also organizes governance.

• The Merit System is still in the adequate category in the Medan City Government, but does not close its eyes that it is slowly getting better marked by a firm attitude to remove subordinates if there are practices of corruption, collusion and nepotism which are very contrary to the merit system in upholding ASN professionals.

• The Mayor of the Medan City Government need to be concerned in dealing with the waste problem in order to return the Adipura Back award to the City of Medan by making a Mayor Regulation no. 18/2021 concerning Delegation of Waste Handling.

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