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RESEARCH ARTICLE

LEADERSHIP STYLES AND WORK CULTURES: ITS EFFECT ON STAFFS' NEW ENVIRONMENTAL PARADIGM (NEP).

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Abstract

The objective of this research is to find out the effect of leadership styles and work culture on staffs NEP. Research method was ex post facto by 2 x 2 factorial design. Involving samples of this research was 60 staffs of Jakarta local district. Research results showed that (1) staffs NEP who have a transformational leadership style was different from the transactional one. (2) staffs NEP who has a strong work culture was different from the weak one. (3) For a strong work culture group, staffs NEP who has a transformational leadership style was higher than the transactional one. (4) For weak work culture groups, staffs NEP who has a transformational leadership style was lower than the transactional one. (5) There was an interaction effect between leadership styles and working cultures on staffs NEP. Thus it can be concluded that if someone wants to improve staffs NEP, it can be done by improving both leadership style and working culture.

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Introduction:-

Nowadays, the environmental degradation have increased the awareness and public concern towards the environmental actions. The environmental awareness is expected to become a factor that influences the effort of environmental conservations. The survey results of Indonesian Environmental Agency about 'Indonesia's Environment Status in Public Opinion' stated that the environment conditions in Indonesia is in a dangerous state. Most of people in Indonesia proclaim that their environment is in danger. Meanwhile, many people argue that the law enforcement for the people who create environment devastations is minimum. These surveys are done in five different cities in January 2014: Jakarta, Bandung, Pekanbaru, Banjarmasin, and Kendari by using 1.920 respondents as samples. The environmental states that are analysed through the surveys consist of four aspects; the physical conditions of the environment and how to tackle it, the government institution capacities, the regional leaderships, and public participations. Most of the respondents stated that the groundwater condition in their area are relatively good, however it has smell, muddy and dirty. Despite of the worse environment conditions, most of the respondents stated that the capacities of the staffs in handling the environment are very low. This situation shown from the public views who stated that there is no remarkable works of the staffs to prosecute the people who harm the environment in to the court. These situations are also happened in *Kepulauan Seribu* District. The natural resources should make this region having a good prospective tourism and fishery, but in facts there are many people in this area who have low economic incomes. This gap shows that the staffs has not explored the marine resources maximally to enhance the economic situation. Thus reveals that the staffs awareness in a form of the New Environmental Paradigm (NEP) has not been realized and applied.

Dunlap and Van Liere as cited by Luzer, *et. al.*, (2011: 1) stated that the implicitly NEP in the environment is a challenge for the basic view of every people toward the relationship of nature and human. As a result, the NEP is important for the staffs in using his position to manage his employees to be informed toward the environment awareness movement.

The low awareness of the staffs toward the NEP is caused by several factors. The staffs might not appropriately apply the leadership style. According to Fiedler, as cited by Robbins dan Judge (2009: 427), the key factor of a successful leadership is the basic individual leadership style. However, Burns stated as cited by Pastor (2016: 1), that a transactional leader is a leader that exchange real reward for the job performances and loyalty of his employees. Concurrently, a transformational leader is a leader that involved with his employees, focus into a higher intrinsic needs, and increase his awareness towards the importance of a specific matters. Beside a leadership style, the awareness attitude towards the environment in a form of the NEP is possibly created by work culture. Lingham (2014: 1) stated that a work culture is a combination of organization's qualities and its employees that appeared from the opinion, as an appropriate ways to think and acts, but it need to be remembered that there are two working cultures, thus are a strong work culture and a weak work culture. Grodnitzky (2015: 1) stated that a work culture is weak when faith, behavioural rules, tradition, and the rites are not clear for the organization member or there are differences between the value statements and behaviours. On a contrary, a culture is considerably strong when there is cohesion between faith, behavioural rules, tradition, and the rites.

Research Methodology:-

This research aims to analyse the affect of leadership style and work culture into staffs NEP of *Kepulauan Seribu* District. This research is ex post facto of 60 samples by a Purposive Sampling technique. The research design used was 2x2 factorial design. Meanwhile, the inferensial analysis is used to tests the hypotheses by using two ways ANAVA. All of the hypotheses tests are done by using $\alpha = 0,05$. Before the hypotheses tests are done, a normality test was performed first by using Lilliefors technique, and a homogeneity test was performed by using *Bartlett test*.

Research Findings and Discussion:-

The test results of two groups and interaction using ANAVA test is as follows:

Table 1:- Two-Way ANOVA

Source of Variances	df	SS	MS	F _{cal}	F _{table}	
					.05	.01
Between group	3	1.946,448	648,815	18,838**	2,769	4,152
Within group	56	1.928,531	34,436			
Leadership style (A)						
Work culture (B)	1	220,415	220,415	6,398*	4,004	7,058
Int. (A) X (B)	1	236,015	236,015	6,851*		
	1	1.490,015	1.490,015	43,265**		
Total	59	3.874,979				

*p < .05; ** p < .01

To test the first hypotheses which states that there is differences NEP between the staffs who have Transformational Leadership Style compared to transactional.

The calculation result shows that $F_{cal} = 6,398$, meanwhile for F_{table} at $\alpha = 0,05$ ($F_{table 0,05} = 4,004$). As a result, $F_{cal} > F_{table}$, or $6,402 > 4,004$, H_0 is rejected and H_1 is accepted. This is based on the rejection criteria of H_0 : reject H_0 if the price of F_{cal} is greater than F_{table} at signficancy level of $\alpha = .05$. This is means that the hypothesis that is proposed by the researcher was accepted or there is a significant difference NEP between the staffs who has Transformational Leadership Style and the Transactional one.

To test the second hypothesis which stated that there is NEP differences between the staffs who have Strong and Weak Work Culture.

The calculation result shows that $F_{cal} = 6,851$ meanwhile for F_{table} at $\alpha = 0,05$ ($F_{table 0,05} = 4,004$). As a result, $F_{cal} > F_{table}$ or $6,385 > 4,004$, therefore H_0 is rejected and H_1 is accepted. This is based on the criteria of H_0 rejection: reject H_0 if the price of F_{cal} is greater than F_{table} at signficancy level of $\alpha = 0.05$. This is means that the hypothesis

proposed by the researcher is accepted, or there is a significant difference NEP between the staffs who have Strong and Low Work Culture.

To test the third hypothesis which is stated that for the Strong Work Culture, staffs NEP that have Transformational Leadership Style is higher than the Transactional one.

The calculation result using Tukey test shows that $Q_{cal} = 6,120$ while $Q_{table} = 3,860$. Based on the test criteria of H_0 rejection, if the value of $Q_{cal} > Q_{table}$ then H_0 is rejected and H_1 is accepted or accept the hypothesis proposed by the researcher. It can be concluded that for the Strong Work culture group, staffs NEP who have the Transformational Leadership Style is higher than the Transactional one.

The Fourth Hypothesis:-

The fourth hypothesis that tested in this research is for the Weak Work culture group. Staffs NEP who have Transformational Leadership Styles is lower than the Transactional one.

The calculation result using Tukey test shows that the value of $Q_{cal} = -2,72$ meanwhile the value of $Q_{table} = 3,860$. Based on the criteria of the rejection test H_0 , if the value of $Q_{cal} < Q_{table}$ then H_0 is rejected, and accepts H_1 or accepts the hypothesis proposed by the researcher. It can be concluded that for the Weak Work culture group, staffs NEP who have the Transformational Leadership Style is lower than the Transactional one.

The Fifth Hypothesis :-

Tested in this research is: there is interaction between the Leadership style and the Work culture into the NEP. With the criteria of H_0 rejection: reject H_0 if the price of F_{cal} is higher than F_{table} at signification level $\alpha = 0,05$. As a result $F_{cal} = 43,265$ while for F_{table} at $\alpha = 0,05$ ($F_{table} 0,05$) = 4,004 as a result $F_{cal} > F_{table}$ or 43,265 > 4,004 so that H_0 is rejected and H_1 is accepted. This is means that the hypothesis proposed by the researcher is accepted. It can be concluded that there is interaction between the Leadership Style and the Work culture into the NEP.

The first hypothesis result shows a significant result. Thus it can be interpreted that staffs NEP who have a transormational leadership style is different compared to the staffs that have a transactional leadership style. The research result also shows that staffs NEP that have transformational leadership is higher than the transactional one. As a conclusion, it can be interpreted that the staffs that have transformational leadership style shows a higher NEP compared to the staffs that have transactional leadership style.

The main principles of the NEP according to Catton dan Dunlap (2000: 41-49) are: (1) Despite humans having incredibles characteristics; (2) Human's situations are affected by the environment; (3) Humans live and depend on limited biophysic environment; (4) Many human's creations that altered the ecological carrying capacity law. Due to a different mindset among leaders, it is possible that the staffs that have different leadership styles also having a different NEP.

The research result describes staffs NEP that have Transformational leadership style is different compared to the transactional one, supports the theory described by James MacGregor Burns, as cited by Pastor (2016: 1), that there is a difference between the Transactional Leadership and the Transformational Leadership. A transactional leader is a leader who exchanges the real reward for works and loyalty of his employees. Concurrently, a transformational leader is a leader who involves his employees, focus on a higher intrinsic need, and enhances awareness toward important specific matters. Burn stated a similar opinion, as cited by Campling *et al.* (2002: 372), the term of a transformational leader depicts a person who realy inspired as a leader and generates other to reach incredible work performances. Likewise, Goodwin, Wofford, and Whittington stated as cited by Bass *et al.* (2003: 208), there is a positive relation between transformational leadership and organizational behaviour that distinguish a transactional leadership which is more based on recognition that rely on expectations and basic purposes.

This research results confirm theories proposed by experts who stated that there are differences between the transformational and transactional leadership styles. Therefore, staffs NEP that have a transformational leadership style is different compared to the transactional one.

The second hypothesis test shows a significant result. Therefore, it can be depicted that staffs NEP that have strong work culture is different compared to the weak one. The research results also reveals that staffs NEP that have a

strong work culture is higher than the staffs that have a weak work culture. The NEP is awareness toward the environment. According to Luzer, *et. al.* (2011: 1), the NEP proposed by Dunlap dan Van Liere (1978) is based on assumption that implicitly in an environment it is a challenge for the basic opinion of every human toward the relationship between humans and nature. *Global Environments & Societies* (2011: 1) stated the NEP principles are follows: (1) human is a species that interdependence (2) the complexity of cause and effect, and feedback (3) the world is limited. As a result, it is reasonable that staffs NEP that have strong work culture will be different with the weak work culture. As it stated by Colquit, LePine, and Wesson (2009: 556), that the strong work culture has a function to directly unites and integrates the employees. Grodnitzky (2015: 1) explained that a work culture is weak when the faith, behavior rules, traditions, and its rites are not clear for the organization's member or there are difference between the value statements and behaviours. Meanwhile, in a strong work culture, the organization's member have faith, behavior rules, traditions, and rites in its public appearances so that the employees can use the culture elements in decision making for all of the organization.

Byrne, as cited by Kumar (2016: 1) explains that a strong work culture will give bigger influences for the employees compared to a weak work culture. Hence, a strong work culture will be a key of successful staffs in motivating environmental awareness in a form of NEP.

The research results support the theories that described by the experts that there is difference between a leader who has a strong and a weak work culture. Therefore, staffs NEP that have strong work culture is different compared to the staffs that have weak work culture.

The third hypothesis shows a significant result. Therefore it can be concluded that for a strong work culture group, staffs NEP who have transformational leadership style is higher than the staffs that have transactional leadership style. Thus, according to the theory explained by Maseko (2017: 4) that it is interesting to propose strong work culture compare to weak work culture because it indirectly influences the employees intrinsic motivation, and by using reward as extrinsic motivator can make the employees embrace and identify the values and organization's norms. Thus is reasonable because the NEP is an environmental awareness. Accordingly, in a strong work culture it needs a transformational leadership style. Bass, as cited by Ivancevich, Konopaske, and Matteson (2008: 432) stated that there are three factors that explain the transformational leadership, name it: (1) Charisma (2) Individual attention (3) Intellectual stimulation.

For a strong work culture, staffs NEP who have the transformational leadership style is higher than the transactional leadership style. Burns, as cited by Pastor (2016: 1), stated that there are differences between the transactional leadership style and the transformational leadership style. This difference creates different opinions towards environment (NEP).

The research support the expert theories that for the strong work culture, staffs NEP that have transformational leadership style is higher than the transactional leadership style. The test of the fourth hypothesis shows a significant result. Thus it can be interpreted for the weak work culture; staffs NEP with transformational leadership style is lower than transactional one. This is in accordance with Riley's (2014: 2) opinion that a weak work culture may arise when the core values are not clearly defined, communicated or widely accepted by those working for the organization. For the weak work culture, a transactional leadership style is needed as stated by Surbhi (2015: 2) that a transactional leadership style uses reward and punishment to motivate the subordinates. It include the effort of a leader to encourage the employees to aware toward the environment or the NEP. The employee's awareness toward environment or the NEP needs intrinsic encouragement from their leader. Dunlap and Van Liere as quoted by Luzar, *et al.* (2011: 1) stated that there are three items in assessing the conceptual domain of the NEP, as follows: the belief in the human ability to create problem with nature, the limits of growth, and the exact role of man against his nature. Accordingly, a leadership style needed for a weak work culture is the transactional leadership style, as cited by Pastor (2016: 1), stated that transactional leaders exchange real rewards for works and subordinate loyalty. This differences resulting a different point of view toward the environment (NEP).

The research results support the expert theories that for a weak work culture group, staffs NEP who have transformational leadership style is lower than the transactional leadership style. The result of the fifth hypothesis test shows the influence of a leadership style interaction and a work culture is proven significantly. Therefore, It can be interpreted that a leadership style and a work culture are related to each other in influencing staffs NEP. The

results support the theory put forward by Schein (2004: 242) that in long-established companies, one can trace many of their assumptions to the beliefs and values of the original founders and leaders.

Similarly, the results of Tsai's study (2001: 2) which states that culture in an organization is very important, plays a big role in whether it is a happy and healthy work environment. This is reasonable because the leadership style is the leader's behavior in directing his employees.

As stated by Campling, et al. (2002: 365) the style of leadership is the behavior shown by a leader. Similar opinion was expressed by Newstrom and Davis (2002: 167) that a leadership style indicates the explicit and implicit actions of leaders; thus can be seen by their employees.

A leadership style will influencing his subordinate's behaviour as it stated by Cunningham and Cordeiro (2003: 140-141) that the leadership style will affects the behaviour of his subordinates mainly supporting the favorable style used. Therefore, a leadership style is important to generates the employees to concern about the environment in a form of the NEP. A Work culture is a working philosophy that is embraced by people in execute their works. Lingham (2014: 1) declared work culture is a combination of quality in an organization and it employees that emerged from the assumption as the right way of thinking and acting.

Therefore, the research results support the theories of experts that there is interaction style influence of a leadership style and a work culture into staffs NEP.

Conclusion:-

Based on the results of research and discussions above, it can be concluded as follows: Generally, NEP of the staffs that has a transformational leadership style is different from the transactional one. In general, staffs NEP that has a strong work culture is different from the weak one. For a strong work culture group, NEP of the staffs that has a transformational leadership style is higher than the transactional one. For a weak work culture group, staffs NEP that has a transformational leadership style is lower than the transactional one. There is an interaction effect between leadership styles and working cultures on staffs NEP.

Therefore if staffs NEP could be increased, leadership styles was not strong enough, since interaction was highly significant, the role of work culture could not be neglected.

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