Role of Leadership Style on Organizational Performance in Determining the University of 17 August 1945 Samarinda

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ABSTRACT

Existence and survival of an organization and the level of progress requires a concept and measurement of performance as a measuring tool for the achievement of organizational performance. Organizational performance is an indicator of the level of achievement that can be achieved and reflect the success of the leadership, so that the performance of the organization reflects the dynamics of organizational life cycle. The purpose of this study was to describe, explain, identify, and interpret in depth the role of leadership style is applied to the University August 17, 1945 in the city of Samarinda, organizational performance, leadership styles relationship roles are applied in achieving organizational performance, leadership style in determining the organization's performance Education University of Private on August 17, 1945 in the city of Samarinda. The results suggest that leadership style is an educational organization that conducted the Transactional leadership style and the style of transformational leadership is carried out simultaneously. In carrying out the organization's leadership style in higher education, leaders more oriented to transactional leadership style. Transactional leadership style is bipolar. Performance achieved by the College is shown by the coherence with the needs of development and competency development through eminent faculty and the orientation on the internal relationship. The function of Leadership Style simultaneously transactional oriented leadership emphasizes the direction of internal relations, with other leaders and the academic community administrative staff. The factors that hinder the role of leadership styles in determining the performance of the organization consists of three things: the relationship with the external environment, education funding and coordination between agencies. This situation is informed that the coordination and cooperation of internal and external factors that determine the level of performance..

KEYWORDS: Leadership Style, Job Performance, Organizational.

INTRODUCTION

Existence and survival of an organization and the level of progress requires a concept and measurement of performance as a measuring tool for the achievement of organizational performance. Organizational performance is an indicator of the level of achievement that can be achieved and reflect the success of the leadership, so that the performance of the organization reflects the dynamics of organizational life cycle [1]. Organizational performance is determined not only from the economic aspect, but also determined by social and environmental aspects. If the economy has a problem, then the social and environmental aspects to be the mainstay for assessment of organizational performance measurement that have the same ability as important as the economic aspect. The social aspect has been relatively neglected in the measurement of organizational performance. There are several things that can be explained primarily on the performance of the educational organization; In the educational process, the managers can not act in a professional manner. They only carry out those instructions are not other than the commands that have been specified. These instructions are nothing other than carry out the commandments of the provisions that have been prepared by the central government. There is no wiggle room to improvise in accordance with environmental demands and the demands of the surrounding community. Thus, the actual education managers do not act in accordance with the demands of the profession, but rather act in a system of power desired by pengujasa, so many of the elements contained therein hegemony, often said education is one area in which a tool for the government so far to maintain status quo [2]. Broadly speaking, the above facts show that the face of future challenges, problems regarding the performance of an educational organization can not be ignored anymore. To say with higher education, then the organization should be improved performance. The success of the organization's performance as the one thing that is important in the organization, will support the achievement of the vision, mission and objectives set an

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organization. Organizations that have the vision, mission and goal-oriented social aspect is an educational organization. One of the educational organization that has a social responsibility is a higher education.

Higher education in order to produce qualified human resources has a very strategic position. This is consistent with the goals of higher education that prepare students to be members of the public who have the academic ability and / professionals who can apply, or to develop and enrich science, technology and / or Art (PP No. 60: 199). For that we need the readiness of Higher Education with all devices including the main one is educational personnel, administrative personnel as the main structural learning activities, so that program implementation and governance of institutions and planned to improve the quality of educational services. Enactment of Law Number 22 Year 1999 on Regional Autonomy government suggests the possibilities of management and educational development. The implementation of the centralized nature of education is to a more decentralized. Although there is the possibility of changes in management education, but the central government still retain the forms of authority in education. This can be seen on the Government of the Republic of Indonesia regulation No. 25 of 2000 on the authority that is still held by the central government, including setting up and development of distance education, utilization of research results, setting a national curriculum and national assessment, academic degree, the cost of education, acceptance, displacement, certification students / faculty and academic calendar. A form of central authority, makes the competitiveness and development of a more diverse higher education institutions. These differences are given the possibility that the State Higher education has a more competitive competitiveness compared with the Private Higher Education. This can occur because the central government to ease the cost of providing education colleges in allocating and managing education. Ultimately, this condition will lead to uneven quality of faculty and student learning outcomes or graduate. Always face the challenge of providing education as demanded by changes both at the level of life locally, nationally and globally that needs to be done as directed and continuous renewal in order to improved performance in the distribution of educational opportunities, improving quality, relevance and efficiency of education management. Private Colleges should improve itself and maintain its existence by competent through quality. According to Waugh [3] that Quality is not just what the universities do, but also what the students to. Thus, the performance of higher education is the key to the quality of students. Implicitly means that the college performance improvement can be forged through improved leadership performance.

In the region of Samarinda Municipality, the private universities as higher education providers are still facing many obstacles in terms of both quantity and quality of academic staff. Private college lecturers are consisting of the Civil Kopertis lecturers and professors foundation Kopertis XI region of Borneo. The existence of accredited courses that have not BAN-PT (National Accreditation Board of Higher Education) shows that the performance of the organization has not been implemented optimally. This is because the performance of higher education organizations are always referring to the conditions set by the BAN. Thus the performance of UNTAG Samarinda has not reached the target job. Samarinda UNTAG organizational performance has not lead to transformational change in performance. Change of direction is not emphasized in the professionalism of the work. It is characterized by the occurrence of significant disparities based on rank. The number of faculty is as a lecturer with the status of 40.94%, 19.46% skilled assistants; rector of 20.81%, 16.78% chancellor's head; professors as much as 2.01%. With these achievements actually showed the limitations of qualified teachers, professional and competent.

Seeing that have not been significant developments and hope for the advancement of education; budgeting education sector should be viewed comprehensively with budgets of other governments. Local governments have been concerned Government in the education budget because of the mandate of Law No. 32 of 2004 who wanted the State Revenues and Expenditures (budget) should be budgeted 20 % of the total budget. There are several reasons underlying the education budget is set at 20 %: The first substantive figures showed 20 percent favor the government to the education in this country. This commitment is important because the government is always the party most responsible for the survival of this country are required to create a generation that is superior to continued achievement of the ideals of the nation. Second with 20 percent of the total budget of the many things that can be done by the government. The Government is expected to have no reason to say no budget, if the national education system will not improve. Third, with 20 percent of the total budget of the government is automatically forced to think in terms of accurately determining and utilizing the budget properly. Fourth with 20 percent of government over the government can show partiality to the poor [4].

MATERIALS AND METHODS

Looking at the education budget in the province of East Kalimantan in 2009, Samarinda Municipality was ranked 4 (four) of all counties and cities Se-East Kalimantan. Nonetheless education budget amount each county and city, not including the education of social assistance. Some even claim that the magnitude of the education budget will be increased at the time of budget revenue and expenditure of the current year (Kaltim Post, February 18, 2010). Amount of the education budget in the province of East Kalimantan in 2009 amounted to 3.62 trillion or an average of 20:06% of the total Budget of Revenue and Expenditure (Budget). Allocation of

funds for education is second only to the budget of Public Works (PU). But in reality, the education budget by 20 percent could not be used optimally to improve the quality of education. This is evidenced by not absorb the entire education budget in fiscal year 2009 (Kaltim Post, December 29, 2009). One development project is that is not absorbed well. Nevertheless, it is not in accordance with the conditions and needs of non-physical development, especially the quality of human resources are still needed. Development of performance indicators in education in the province of East Kalimantan on the three achievement-oriented 2009-2013: first, the population based on education level attained, secondly, a decrease in illiteracy rate, and third, an increase in educational enrolment at all levels including the proportion of pupils and teachers or students and lecturers as well as the qualifications of Diploma, Bachelor and Graduate. Performance orientation of educational development in East Kalimantan province is universities were lower levels of education attainment than the other. The low performance of educational development in Higher Education will affect the quality of human resources is one of the key factors to build a sustainable competitive advantage [5].

To improve the performance of higher education is concerned human resources that are owned [1][6]. Criteria of the elements of human resources as valuable assets in major institutions, mainly located in the Special Forces attached to each individual, the leader. Style of leadership involves the distribution of power (Power Distribution) uses the forms of power (Power) and has the competence (Competence) is greater than the led [7]. This shows is that leadership involves three things are linked together, that is the leader and his style; a follower; and a group situation where leaders and followers interact. Thus the way that the leadership will be used to determine the performance of Private Higher Education which in turn can improve the quality of human resources? Implicitly means that the increase in the quality of universities can be reached through the leadership style is played. Leadership styles that enhance the performance of higher education is transformational and transactional leadership style [8][9][10]. This leadership style can be used both at the corporate level business or functional level of an organization. Even the style of transformational leadership developed by Bass worthy of adoption and is owned by the leaders of business organizations and services in Indonesia [10]. Essentially transactional leadership emphasizes that a leader needs to determine what needs to be done by his subordinates to achieve their goals and objectives of the organization, classify these requirements, and help the subordinates to be more confident in achieving their goals.

Waldman *et al* [12] argue that executives are approaching the peak levels of the organization should concentrate more on strategic thinking and intellectual activity rather than focusing on short-term operations. In this way they will be able to play the role of transformational leaders communicate to their subordinates what the strengths and weaknesses of the organization, as well as the opportunities and threats facing the organization. According to Burn [11], transformational leadership is seen as something that is contrary to and independent of the Transactional leadership. The opinion was later rejected by Bass [8][13] which states that the conceptual and empirical many leaders who demonstrate transformational leadership and transactional patterns at once, but each in a certain amount, irrespective of the opinion that the above controversy, the results of empirical research on group business organizations [13][10] provide evidence that a number of organizations whose leaders have a transformational leadership style has a better organizational performance or superior to a number of business organizations whose leaders have a style of Transactional capabilities. The debate is still evolving and becoming one of the reasons covered by the study.

Organizational Performance

One approach to understanding organizational performance is to express an appropriate paradigm to the organization under study. On the organization or institution of Higher Education is based on two paradigms that the technical-rational paradigm and the professional artistry performance art.

Gibson *et al.* [16] argued that organizational performance is the final achievement of an organization and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness.

Role and Functions of Leaders in Organizations

From the management point of view, the role is defined as a series regular behaviour, which result from a certain position, this may cause. Thus any office or position basically expects certain behaviours that should be played by those who took the position. In organizations, leaders are expected to perform various duties associated with the position or status they have.

According to Davis [15], leadership is the ability to convince others to setting goals or targets with gusto. Similarly, Robins [16] said the leadership as the ability to influence a group toward the achievement of objectives. Of revelation, showing that in organizational life are the two roles, namely the role of leader and follower roles as subordinates. In this case, the leader who was instrumental was in achieving organizational goals.

Theories of Leadership

When traced in the library about leadership, so many varying definitions of leadership is in accordance with the vision and feel of the writers themselves. Therefore, prior to the subject matter studied leadership, we will explain some of the definitions of leadership according to the experts as follows:

1. Leadership is defined as the implementation and decision-making authority [17].
2. Leadership is an initiative to act that produces a consistent pattern in order to find ways of solving a problem with [18].
3. Leadership is the activity of influencing others to work hard and full of will to achieve the goals the group [19].

From the above definitions of leadership reflect that leadership is a social process in this case the effect is deliberately carried out by a person for others to structure activities and relationships within the group or organization.

Theory of Characteristics (Traitht theories)

Robbins [20] explains that the theory of the search feature of the theory of personality traits, social, physical, or intellectual property that distinguishes leaders from non-leaders. Research studies show the six traits that are consistently associated with leadership that is ambitious, and energetic, the desire to lead, honesty and integrity, confidence, intelligence and knowledge relevant to the job. With these characteristics in the leader is inborn.

Theory of Behaviour (Behavioural Theories)

Robbins [20], explains that the theory of leadership behaviour that is the theory that suggests that specific behaviours differentiate leaders from non-leaders. This theory is the theory of characteristics in which the talent / ability of a leader is congenital. While the behavioural theory of leadership was convinced that behaviour can be learned by people who are interested in becoming a leader.

Possible Theory (Contingency Theories)

Robbins [20] divides this into the theory of probability:

- Fiedler Model
- Hersey and Blanchard's Situational Theory
- leader member exchange theory (Leader Member Exchange Theory)
- Theory the destination path (Path-Goal Theory)
- Leader-Participation Model Theory

Several approaches to sort out the key situational variables proved more successful than other approaches and the result has gained wider recognition. Five of the approach is model Fjiedler, Hersey and Blanchard's situational theory, exchange theory of leader - member, model, and model the path-goal participation - leader.

RESEARCH METHOD

The research method used in this study is a qualitative method. In this study the researcher intends to acquire in-depth picture of the style of leadership in determining organizational performance. Research refers to the behavioural approach and functionalism is more widely used in social research through qualitative methods. Qualitative research is always looking for patterns of relationships between concepts that were previously determined [21].

Research Sites

The research was conducted at the University August 17, 1945 City of Samarinda. There are several considerations in the choice of location. First, the university is as oldest university in the province of East Kalimantan, more diverse faculty so that both the exact and non exact. Second, the development of courses and students at the university is to motivate the leadership and sustainable organizational performance. The third allocation and proportional to the ratio of faculty status, so that program implementation and governance of the University can proceed smoothly and well planned. Fourth, a program of education to higher education and cooperation with other University graduate program places the leader and other devices can work with professionals.

Source of Data

Necessary data in the study consists of primary data and secondary data. Primary data collected from interviews with informants. Informants referred to in this case is the Rector, Vice Rector I, II, III, chairman and secretary of the department. Also in this study also asked for information from official and non-structural as

Chairman of the Secretary-study programs, The Centre for Research As well as some faculty and students for supporting data, while secondary data derived from observations and documentation available on August 17, 1945 University of Samarinda.

Data Analysis

To explain the data in a systematic and easier to understand, then the analysis of the data used is the qualitative data analysis developed by Strauss and Corbin [22].

RESULTS AND DISCUSSION

Implementation Leadership Style On August 17, 1945 University of Samarinda

Of the presentation and processing of data about the leadership style of the University August 17, 1945 Samarinda found that leadership style is used and implemented Transactional and transformational leadership styles are carried out simultaneously with the orientation that is more directed at Transactional leadership style.

Transactional leadership characteristics within the scope of the Private Higher education includes the following principles: to act on the basis of the transaction or exchange; focus on the completion of tasks and jobs, responsibilities and experience; stick to the rules and guidelines for implementation of tasks; orientation in supervision; orientation on the power leads loyalty and obedience to superiors; superior authority is absolute; response on problem solving and sanctions gradually.

Transactional leadership model is applied to the organization of Higher Education environment is consistent with the educational institution full of rules, both normative and technical. There are positive sides and negative sides of the application of Transactional leadership style. The positive side of Transactional leadership style lies in the consistency of rules and division of labor in accordance with the duties and functions (tupoksi). While the negative side of Transactional leadership tend to be oriented so that the power to behave as a king who demands loyalty and obedience.

Transactional leadership style is adhering to the rules, guidelines for implementation of tasks and focus on the completion of tasks and jobs. Work that requires proper instruction requires more leadership style task-oriented rather than work. Job as a professor who taught at the University of operating procedures largely left to the teacher is more task-oriented. Characteristics of the subordinates who are interested in when given the full responsibility for the work will be oriented to the task. So it can determine the orientation of the task force leadership.

Robbins [16] reveals that leadership is based on two lines: first, the horizontal line indicating the orientation of employees and the second vertical line indicates the orientation of the task (structure). Leaders stressed the good relations between leaders and subordinates in achieving its objectives as consideration. In contrast, leaders are who emphasize planning and organizing the task and work in achieving the goals as the initiation of structure.

Human resources are owned by the University August 17, 1945 Samarinda particular faculty consists of lecturers Civil Service, and Lecturer Kopertis Foundation. The proportion of teachers is 1; 3, with a number of foundation lecturers are more dominant. Academics now believe that their boss is also the owner of the foundation (owner). The role of leadership is to be a reference in the work.

This means that the spirit, passion, initiative, work engagement and involvement in decision making is influenced by relationships with the leaders of the academic community (staff), task structure and function of existing power in the institution.

The next leadership style held together the transformational leadership style. Jing *et. al* [23] and Ozcelik *et.al* [24] describes the influence of leadership in the organization stated that the leaders use transformational leadership style has superior organizational performance as compared to organizations that use Transactional leadership style [23] identify four paradigms of leadership that is a classical paradigm, the paradigm of transactional, transformational paradigm and organic paradigm.

There are many paradigms of leadership that determines the direction of the organization's performance, one of which is transformational leadership. Direction of the organization's performance is in mission-oriented transformational leadership and vision. Because the direction of the organization's performance is a component of the mission and vision, the transformational leadership style to be a reference organization.

Characteristics of transformational leadership style in Samarinda UNTAG can be detailed as follows, orientation on the ability of employees to tasks and work, leadership competencies based on technical ability, professional ethics and communication, authority based on trust loyalty, ability and willingness of cooperation, based on the common areas of science, and openness information, and a commitment based on emotional attachment.

Transformational leadership model is applied to the university organization in accordance with the role of universities in the nation's intellectual life through intellectual formation. Capacity of universities to participate in modern life based on knowledge, research and partnerships. Potential capacity of higher education

is regarding the characteristics of transformational leadership that emphasizes professionalism, creativity, effectiveness and innovation.

The results of this study support the opinion of Bass [13], [23] who concluded that transformational leadership style to determine the direction of superior organizational performance. This study also supports the results of Snodgrass research and Mickey Shachar [25] who found that the use of different leadership styles can define effective leadership in academic activities.

Performance of Private Higher Education Organization August 17, 1945 At the University of Samarinda

The research performance of the organization of private colleges in the University of Samarinda August 17, 1945 revealed that there is coherence between the private universities with the needs of development; value added created by the eminent faculty that leads to competence and capability; there is the possibility of a paradigm dichotomy between structural and functional positions ; process of education (front office) and the administration (back office) is not an optimal use of information technology.

Performance of private universities in the process of education requires professional competence in the academic community that the agency, and then manage them in the direction of positive work behaviors for achieving objectives and targets.

Accordingly, it is seen that competence can be considered for the college to improve its performance. This statement is consistent with the proposition Quinn [26] that the performance of an organization that focuses on the competencies, the emphasis is on achieving the target. College-oriented academic competence can always carry out professional duties in accordance with the potential of the institution, the needs and capabilities of academic and community needs. If the academic community preference made on an ongoing basis, then the agency can meet their needs better than other colleges, so that organizational goals are achieved and further improved organizational performance.

The findings were the performance of the organization includes information, competitive advantage and experience supports the findings of previous studies of Elkington [27], Moeljono [28]. According to the organization of communication has an important role especially in dealing with environmental demands and shaping the development of effective and efficient organization. Form of delivery of information utilized by the college organization using information technology.

Use of information technology at the University August 17, 1945 Samarinda applied to education and teaching, the university and faculty profiles and study programs, cooperation with other universities that do institutionally. Information technology is woven through a relationship with the internal environment and external environment in order to improve the activities of Tri Dharma College.

The Role of Leadership Style in Determining Organizational Performance of Private Higher Education August 17, 1945 At the University of Samarinda

The findings that leadership style has a very strong connection with the performance of these organizations support the findings of previous studies Sandbakken [6] concerning the relationship between leadership style with organizational performance in private and public organizations in Norway. Leadership styles in more egalitarian Norway and focuses on what leaders can do to individuals. More capable leader, facilitate and support the actions of workers, thereby reducing power distance (power distance) between the two, reduced power distance made more democratic organizations, controlled and developed, which sets the limit for long-term organizational performance.

The results in determining the role of Leadership Styles Organizational Performance of Private Higher Education at the University August 17, 1945 Samarinda reveal the role of leadership includes the relationships with staff, academics and officials in these institutions. Leaders create a familiar situation, so it can penetrate the boundary of a rigid relationship, and relationship-oriented, especially the internal environment relationships.

Leaders stressed the good relations between the leaders of the academic community. Relationships within the educational institution the University August 17, 1945 Samarinda is bound by both normative and technical regulations can be binding on all employees and the academic community in completing the task. In addition, a leader who reflects the traits exemplified in the work environment and arise because of the activities of the organization, thereby determining the survival and success of the organization. The role of leadership is to be a reference in the work.

This means that the ideals, values, and the existing rules is to control and determine the direction the institution towards an achievable goal. Direction is contained in the task structure arranged and run by the institution concerned. Control and determine the direction of sustainability and success of the organization is a leader in the organization.

The higher the leadership was occupied by a person in the organization, the strategic value and the weight of his decision even greater. Conversely, the lower the position of a person in an organization, then his decision is more directed to things that are more technical and operational or tactical.

The results of this study support the opinion Elenkov [29], Sandbakken [6] and Svensson [30] which states that leadership style has a strong relationship with organizational performance. From this study it was found that the form factor relations with the internal environment and external environment determines the institution to achieve goals or objectives of the organization.

Inhibiting Factors in Determining the Role of Leadership Styles Organizational Performance of Private Higher Education at the University of Samarinda August 17, 1945

1. Relationship with the External Environment

The results on August 17, 1945 University of relations with the external environment surrounding Samarinda, to obtain input from the environment related to the learning process and activities conducted at the University August 17, 1945 Samarinda has not been optimal. Relations of cooperation in the field of information technology for the process of the administration (back office) and the process of education (front office) still uses a manual system and has not used an online academic information system. For this purpose, UNTAG not cooperate with various institutions and foundations in the community such as educational institutions of high school computer or computer.

Professional relationship can be united in a relationship that is the relationship with the external environment such as institutions, communities and parents. Relationships that must be raised with the external environment based on mutual interest and also a partner in the work, so that cooperation with the outside environment is based on a common responsibility and common purpose.

For the sake of the relationship, untag Samarinda rarely do scientific activities that are regularly and periodically, as seminar, workshop, workshop, workshops, education and training as well as lectures or discussions. Scientific activities are held further apart, the lower the ability of professionals to do. Professional capability can also be done through relationships in the interests of education and employment or service relationships that are professional. Relations service requires cooperation as a partner or partners to take place smoothly without any major obstacles.

2. Education Fund

The results of these studies refute the idea that education funding disclosed by Mulyasa [31] which states that education funding is focused on direct funding; funds indirectly (Hidden cost) of public funds and private funds.

This can happen because of Private Higher Education have different characteristics from the State University. Private Universities are still dependent on student fees directly fund focused on while education funding should be the accountability of expenditures related to the institution in accordance with the intended purpose.

3. Inter-Agency Coordination

UNTAG Samarinda has a forum for coordination among official deans of various faculties that exist on the basis of similarity functions and interests. Perhaps teachers need to be added to the forum each faculty lecturer forum for education and teaching interests. Coordination between the Faculty and Institute of Laboratory Research Services was necessary to develop institutions to one another so as to create a common vision and integrated activities.

The results showed that each research institution give great attention to the activities of each institution. Institutions have been trapped by their own interests that may cause conflict among institutions because of fighting over power and authority so that it can inhibit the development of institutions. Thus the opportunity to build gathering value is not maximized.

The study produced several findings as follows:

This study has been able to identify the variables of leadership style and organizational performance of Private Higher Education August 17, 1945 at the University of Samarinda. From this study revealed that leadership styles do UNTAG Samarinda is Transactional leadership style and transformational leadership styles are implemented together. However, when examined more in-depth orientation was more directed at the transactional leadership style. These circumstances may mean that in fact the leaders of the relatively greater emphasis on loyalty and reducing power than the power distance is much larger role in determining the long-term organizational performance.

The results showed a positive side and negative side of the transactional leadership model. Of the model can be seen that the positive side of transactional leadership has the consistency of rules and division of labor in accordance with the duties and functions (tupoksi). Negative side of power-oriented transactional leadership demands loyalty and obedience and absolute authority. However, it turns out the division of authority is done by considering the ability and willingness of employees.

The study also found that the principles of transformational leadership style that made private colleges. These findings explain that the performance improvement and competency development is conducted continuously through interdisciplinary and inter-disciplinary science. This is consistent with the role of relationship-oriented leadership, especially the relationship of internal environment. Relationship with academic leaders in a position that is proportional and reciprocal. With the results of this study add to the existing empirical evidence that the orientation of the internal relationships can develop leadership competencies.

In relation to the orientation of the internal relationships, the results of this study explained that the universities internal relationship-oriented, increasingly seek to offer the advantages possessed by permanent faculty emphasis on many relative number of students. These findings are supported by empirical evidence that the frequency distribution of both faculty students to have the same pattern is a sequence from smallest to largest (Table 4.6). It can be concluded that the orientation of the internal relationships can determine the number of students who choose the pre-eminent faculty. If the orientation changes in relationships causes changes in the number of students who choose a superior faculty, this means that changes the orientation of the relationship is not due to changes in the number of students purely as a result of excellent faculty. But if it changes the orientation of the relationship due to the excellent faculty, changes in relationship orientation course followed by the existing number of excellent faculty.

Higher Education Organizational Performance variables consisting of the target or target job competence and information have different properties. Variable objectives / targets and competencies are working to strengthen the organization's performance, while weakening the organization's performance information. If observed, the information has a function Front Office (educational implementation) and back office (administration) is still low. This is supported by the fact that the learning process has not been made through the Academic Information System (AIS), but the System Manual. From the evidence proves that the orientation of the external relations weaken the organization's performance.

Limitations of Research

Although studies have found several critical issues related to leadership style in determining the performance of higher education organizations, but there are also weaknesses of research as described as follows:

1. Primary research data was obtained through interview guide; the answer is not structured and is open based on the perceptions of informants. As with other studies of perception, researchers are less able to control completely honest in answering the informant in accordance with the actual situation, so that perception follows the informants.
2. Research on leadership styles in determining the organization's performance has been done in many countries with varying results, since so many of the same amount of research has been conducted, researchers are less able to make a reference in its entirety in this study.
3. The research was conducted only on the scope of university education in particular. Universities studied more specifically the Private Higher Education in the city of Samarinda. So the conclusion is a generalization can not be done. Private Higher Education which has different characteristics to make the State University research data are not representative.
4. Research variables are the same as previous researchers, that is not followed by researchers to use the same indicator or the use of different indicators of course, will result in different conclusions as well.

With any limitations in this study it is possible for other researchers to continue research in the future, with the object of a broader and more coverage. Theory and the User a more varied indicators are expected to give representative results that can be generalized.

CONCLUSION

From the results of research and data processing as well as discussion, it can be concluded in order to answer the research objectives, as follows:

1. Carried out the organization's leadership style is a style of leadership education Transactional and Transformational leadership style is carried out simultaneously. This conclusion supports the opinion and findings of research conducted by Bass [10][13], Naomi [33], Elenkov [29], Jing and Avery [23], Snodgrasss and Shachar [25]. The finding that the leadership style of transactional and transformational leadership styles are applied in higher education organizations this means that both leadership styles are also performed well in business organizations and public organizations.
2. In exercising leadership styles in higher education organizations, leaders are more oriented to transactional leadership style. Empirical evidence suggests that the transactional leadership style is more instrumental than the transformational leadership style. This situation is explained that the loyalty and the power is more

important than reducing the power distance. This supports the opinion of Fiedler [32] and Robbins [16] who concluded that leadership style is carried out simultaneously always has a certain level are not the same.

3. transactional leadership style is bipolar. These properties contain the elements of the evaluation (positive - negative and the potential elements (capabilities - willpower). Empirical evidence suggests that transactional leadership to act on the basis of the transaction (the hard work - in return); focus on the task-responsibility; authority on the basis of ability - willingness to use reward - sanctions. Situation informs that transactional leadership is consistent with the regulations and guidelines.

4. The performance achieved by the College is shown by the coherence with the needs of development and competency development through eminent faculty and the orientation of the internal relationships. The results of this study support the opinion of Gibson [14], Quinn [26] and Torrington and Hall [34], who concluded that the process begins with the organization's performance expectations and continued with the support to achieve goals. This means that the coherence and competence to strengthen organizational performance.

5. The Role of Leadership Style simultaneously transactional oriented leadership emphasizes the direction of internal relations, namely the leaders of other academic and administrative staff. Internal relations are done by giving respect and support the activities of front office and back office. Activity front office and back office related to professional competence possessed and utilization of information technology leaders to use. This situation is informed that the internal relationships can strengthen the performance of higher education organization and external relationships that occur weakened the performance of higher education organizations.

6. The factors which inhibit the role of leadership styles in determining the performance of the organization consists of three things: the relationship with the external environment, education funding and coordination between agencies. This situation is informed that the coordination and cooperation of internal and external factors that determine the level of performance.

SUGGESTION

There are a few suggestions that researchers need to convey, namely:

1. In assessing the organization's leadership style in higher education must be viewed in a good system of interrelated characteristics, types and patterns of leadership.

2. Head of Higher Education Private Higher Education in particular in order to better balance the internal and external relationships between agencies. Leaders who emphasize only one relationship then certainly affect the well - whether or not the organization's performance. This condition implies that if the leadership wants to be successful, it must coordinate inter-agency / function properly, not only emphasize internal relations only and should increase the focus attention on the long term.

3. Can be done the research on the role of leadership style, by adding a classical paradigm of transactional paradigm before and after the organic paradigm transformational that leadership style has vast dimensions.

4. Can be done the research on the role of leadership styles in determining the performance of the organization at public universities and private universities, then look for whether there are differences in the sensitivity of each of the higher education organization of work environment variables that exist.

5. Can be done further research on the role of leadership styles in determining the performance with the aim of knowing the character of the informant as the old leadership, teacher status, education level, rank, gender and others also determine the performance achieved.

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