

## **The Effectiveness of Administrators' Works at State Institute for Islamic Studies of North Sumatra (Iain-Su)**

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**Abstract:** *The aim of this research was to identify and assess the direct and indirect effects of organization culture, leadership behavior, work satisfaction, work stress and work motivation on the effectiveness of administrators' work at State Institute for Islamic Studies of North Sumatra (IAIN SU). This research was conducted at IAIN SU and 111 workers were taken as samples. To capture research data variables, valid and reliable questionnaires were used based on rational and statistical results through instrument test to 30 populations. The technique of analysis data consisted of descriptive analysis, requirement test analysis and path analysis with the significance level  $\alpha = 0.05$ . Based on the path analysis overall results,  $F_{count} > F_{table}$  ( $21 > 2,301$ ) was obtained. Thus,  $H_0$  was rejected and  $H_a$  was accepted. In conclusion, organizational culture, leadership behavior, work satisfaction, work stress, and work motivation simultaneously affect the effectiveness of administrators' work.*

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### **I. Introduction**

State Institute for Islamic Studies of North Sumatra (IAIN SU) as an organization, of course, has many employees. Big organization with big employees occur problems which are not small, and those rise because of different need and understanding to the duties and organizational missions. Based on observation, problems that occur in North Sumatra IAIN could be seen from employees' behaviors and attitudes, for example, employees worked based on order, they did not have initiatives and tended to accumulate work. Many employees could not do the work based tasks and responsibilities that have been charged. Initiatives tend to be weak and only doing work there without providing satisfactory services to those in need. This trend could be seen from employees' joy to accumulate or to collect work, finished when the boss or those who needed had come to see the employee.

Those problems were found among non-civil servants who did not have a functional and structural position, or commonly referred to administrative staff. They generally were employees of level II and III in the civil service structure. Their main task was to assist or be a sub-section chief of staff in North Sumatra IAIN environment. The latest growing problem was the shift allowance structural positions in the civil service which is a national policy, so that civil servants who do not have the structural position felt ignored and did not given opportunity to get more decent benefits, disappointment and resulting the quality of work and service they do not increase even tend to decreased. They assumed that it was only their work, while the leaders had less work. They tended to see the work in terms of the load, did not in the form of responsibility. If we look at the factual phenomenon above showed the ineffectiveness of the use of time in work among employees, no continuity self-organization of employees in work, causing jealousy in the work, ineffective of organizing employee, the effectiveness of communication did not well so it has implications for the low quality of work and services which is showed so that it turned to decrease discipline, loyalty and initiative among civil servants which resulted lack of effectiveness.

Colquit, Lepine, and Wesson (2009) in the form of a model called Integrative Model of Organization Behavior confirmed that the outcomes of individuals who are considered to have impacted the effectiveness of the work consisted of: job satisfaction, stress, motivation, trust, fairness and ethics, as well as learning and retrieval decision. Mechanism of individuals is affected by organizational mechanism comprising, organizational culture and organizational structure, mechanism group, which consisted of: leadership styles and behaviors, power and influence of leadership, team processes, team characteristics, as well as individual characteristics, which consisted of: personality and cultural values as well as ability. This model showed that the culture of the organization as factors that directly influence job satisfaction, stress and motivation to work, while the work of the effectiveness as an indirect effect. Gibson (1994) in the process model of the effectiveness confirmed that the motivation, leadership and culture as for the emergence the effectiveness from groups and organizations. Meanwhile, Griffin (2003) in a model of organizational effectiveness put stress and satisfaction as one aspect of the individual and organizational levels that were considered directly influences the effectiveness of the work. Based on the views Colquit, Griffin or Gibson above, it could be explained that the organizational culture, leadership behaviors, job stress, work motivation and job satisfaction as a determinant variable for improving the effectiveness of the work.

Organizational culture is an important factor that can have an impact on the organizational activities, both individually and organizationally. This was because of the behavior of individuals in the organization basically reflects or describe how the values espoused. In line with this Lunenburg and Ornstein (2004) asserted that organizational culture affected employee performance, the effectiveness of the organization, the process of structural organization and the management or administration of many other processes such as motivation, leadership, decision making, communication, and change.

Koesmono (2005) in his research concluded that the direct influence of organizational culture on work motivation and job satisfaction. Research resulted of Kirk L. (2001) stated that organizational culture can improve employee satisfaction. Lund, Daulatram B (2003), raised the issue of organizational culture and job satisfaction representative company in the USA also concluded that the culture of the organization strengthens employee satisfaction. Rumaningsih (2011) asserted that organizational culture is also a direct effect on job stress, and the results of Singh and Mishra research also concluded that the culture of the organization that developed within a company affects the behavior of stressed member of the organization, most of the members of the new organization will certainly make adjustments to the organizational culture developed, the process of adjustment to a new culture of the organization that creates stress or specific stress levels. Desphande & Farley (1993) examines the organizational culture, market orientation, innovation and corporate performance in several countries in Asia and Europe, research results indicate that organizational culture, market orientation and innovation has a positive effect on firm performance. Based on the theory and some of the results of the above studies clearly indicate that organizational culture directly affects job satisfaction, job stress, job motivation, and work effectiveness.

In addition to the organizational culture, leadership is also considered also influence the effectiveness of the work. Gibson (2000) asserted that the attitudes of the leader, the leader's behavior, and situational variables influence the effectiveness of the organization. Other components that influenced the leadership is productivity, quality, efficiency, flexibility, satisfaction, competition, development and existence of the organization. In the context of the organization as stated Suryadi (2006), the most urgent is effective leadership and followed a plan of action, and leadership as well as by Wahab (2011) is a determining factor in the success or failure of an organization and business.

The success of a leader is not determined by one or a few people. The success that it is the result of cooperation between the leaders and the people they lead. Leaders will not do much without the participation of lead. Instead of people led will not effectively carry out its duties and obligations without control, deployment, and cooperation with the leader. From this statement, it is worth Hadari and Nawawi (2006) stated that leadership success is determined by the ability to control a number of people, into a compact team or teams. A leader can perform a variety of ways in the activities of influence or motivate others or subordinates to perform acts that are always directed towards the achievement of organizational goals. This brings the consequence that every leader is obliged to give earnest attention to develop, move, directing all potential employees or employees in their environment in order to materialize the volume and workload focused on the goal. Leaders need to provide guidance earnest against employees that can lead to satisfaction and organizational commitment that leads to high employee effectiveness. In line with this case Robbins (2003) by The Path - Goal Model suggests that the effectiveness of employment and job satisfaction is influenced by two situations which are beyond the control of environmental factors which include the subordinate task structure, the formal authority system and the working group while the control factor is characteristic covering personal locus of control, experience and abilities, and behaviors of these two factors indicated by the leadership is giving a boost by providing guidance, training, support and rewards.

Motivation itself is also one of the factors that considered the effectiveness of an employee's working. Although the ability of employees accompanied by a maximum of completeness adequate facilities, but if there is no motivation to do the job then it will not run as expected. In addition, the provision of motivation by intensive leadership is urgently needed in order to move, recognize and implement coaching subordinates. Giving motivation is also intended to give more effort to achieve organizational goals and satisfy individual needs. Smit (1995) asserts that the provision of motivation by the leaders also reflect the attitudes of the leaders of the people they lead, and a picture of his leadership style. Leaders were given the task to lead the organization, responsible for the achievement of organizational goals. Clearly, with high motivation will create a commitment to what is the responsibility among employees in completing each job. Antoni in Brahmasari and Suprayetno (2008) in his research concluded that encouragement as a form of motivation, is necessary to improve the morale of employees so as to achieve the results desired by management. The relationship between motivation, morale and optimal results in terms of having a linear shape with a good work motivation, it will increase employee morale and job performance will be optimized in accordance with the performance standards set. Morale as a form of motivation can be seen, among others, of the level of employee attendance, responsibility for working time has been set. Motivation is the driving employees carry out a job in order to get

the best results. Therefore, it does not be surprised if an employee who has a high motivation to work usually has higher performance and certainly will have an impact on its effectiveness.

Job stresses are also a concern in terms of improving the effectiveness of an employee working. Wahjono (2010) revealed that the stress as a condition affecting the emotional tension, and the condition of a person's thought processes. The symptoms of stress are frequently angry, unable to relax, aggression, uncooperative. Hans Selye a physiologist and leader in the field of stress leading from the University of Montreal in Hawari (1996) defines stress as a response of the body that are non-specific to the demands of his superiors. Stress is a precipitating factor, the cause and effect of disorder or disease and this situation is something that cannot be avoided. Job stress is a condition that can cause tensions that affect the emotions, the mind, the physical condition of a person. Rival (2009) confirms work stress as a condition of tension that creates physical and psychological imbalance, which affects emotions, thought processes, and the condition of a person. Stress arises when an employee cannot meet the demands of the job. Lack of clarity in what the job responsibilities, lack of time to complete the task, there is no support facilities to carry out the work, and the tasks are conflicting. The stress level of work going on in the organization can lead to a lack of motivation in the work, in line with this Martini and Fadli (2010) in his research concluded that job stress had an impact on employee motivation structural Krawang Singaperbangsa University. Stress also affects employee's satisfaction, Strauss and Sayles referred Handoko (2001) states that job satisfaction is important for self-actualization, employees who do not get job satisfaction will never achieve psychological maturity and will lead to frustration which is the impact of stress on work.

The impact of work stress will cause psychological symptoms, stress resulting from work can lead to satisfaction or dissatisfaction in work. According to Siagian (2004), the symptoms of psychological stress derived from such an attitude procrastinator showed the arising of task or job stress in connection with one's job dissatisfaction. This dissatisfaction is the result of the case, such as the many demands of the task, contradiction, ambiguity obligations, powers and responsibilities, lack of autonomy and discretion in the completion of tasks, which tend routine tasks, uncertainty about the work done and the lack of feedback on employee performance. Empirical facts that can be put forward in this case is the result of research conducted Tanjungsari (2011) concluded that job stress has an influence on job satisfaction of employees of PT. Pos Indonesia (Persero).

Thus, the above descriptions explain the various factors considered also influence the effectiveness of the work, whether based description of the theory and empirical facts that in order to develop a theoretical model and solve the problems of employee effectiveness research needs to be done on the influence of organizational culture, leadership behaviors, job satisfaction, job stress, and work motivation on employee effectiveness IAIN North Sumatra.

## **II. Review of Literature**

### **Organization Culture**

Jenifer (1996) states that organizational culture is the values and informal norms that control individuals and groups within the organization interact with one another and with organizations outside the organization. Schein (2004) states organizational culture is a pattern of a set of basic assumptions used by its members in resolving the problems of internal and external adaptations, which worked well and considered valid. Then taught to new members as a proper method, view and analyze the problem. Organizational culture is the social glue that binds members of the organization together with the values, norms clear idea of what can be done and what cannot be done by its members. Furthermore, Robbins (2003) says that these shared values support the idea that organizational culture as a common perception held by members of the organization, which is a system of shared meaning. The values contained in the organization include a terminal value and instrumental value. While Jenifer (1996) states that the terminal value is the goal to be achieved by the organization, while the instrumental value that models the desired behavior to be performed by members of the organization, such as hard work, caution, respect for tradition, honest, willing to take the risk and maintain a high standard. Based on the understanding of theories as above, can be synthesized that organizational culture as a shared value system of meaning (shared meaning) which emphasizes the importance of the working group norms, sentiments, values and interactions that arise in the workplace developed to address the issue and control the behavior of members of the organization.

Based on the understanding of theories above, it can be synthesized that organizational culture as a shared value system of meaning (shared meaning) which emphasizes the importance of the working group norms, sentiments, values and interactions that arise in the work place developed to address the issue and control the behavior of members of the organization.

### **Leadership behavior**

Leadership is one of the most easily observable phenomena, but became one of the most difficult things to understand. "Daft (1988) then, gives ease of understanding by defining leadership as "a relationship of

mutual influence between leaders and followers (subordinates) who want real change that reflects the common goal". Stoner (1996) provides an understanding of leadership as a process of directing and influencing the activities related to the task group. While Yukl (1994) concluded that leadership involves a process of social influence that deliberately run someone against others to structure the activities and relationships within a group or organization. Conception of leadership from the point of view expressed by leaders and Nunus Bennis (1995), according to a so-called leader, if he is able to give vision to the organization and is able to translate toward reality.

Kakabadse (2005) looked at the kind of leadership with a strong motivation or incentive that encourages individuals to act, and therefore, has nothing to do with the status, authority or positions. Meanwhile, the leadership according to Hurber (1996), at its core is a process of influencing others to achieve the goals set by the organization. Leadership is a concept and processes associated with each group. Grant cited Hurber (1996) defines leadership as a guideline, survival, learning and motivation to achieve goals and achievements. While the leadership style is a combination of different between task and relationship behaviors commonly used for personal or group influence to achieve the goal.

From those theories concluded that leadership is essentially an effort to influence and mobilize others to cooperate in order to achieve a common goal predetermined. Leadership in an organization plays a very important. The importance of leadership in an organization associated with the strategy of leadership functions.

### **Job Satisfaction**

The term job satisfaction according to Robbins and Judge(2009) as described in the individual positive attitude towards work or refer to a person's positive attitude towards work, someone with a high level of job satisfaction showed a positive attitude towards work, while someone who is not satisfied with his work shows attitude negative towards his job.

So that when employees feel satisfaction in work, will show a positive attitude within the organization where she worked for his needs fulfilled according expectations, so it will tend to work in earnest and willing to sacrifice for the sake of the organization in the form of enhancing their performance. Because employee satisfaction derived from the accumulation of increased employee performance will improve organizational performance anyway. Newstrom (2000) stated that job satisfaction means feeling that supports or does not support experienced by employees in the work. Greenberg (1997) suggested that job satisfaction is a reaction of cognitive, affective and evaluative to work.

Kinicki (2001) defined job satisfaction as an attitude of a person about his work. The work was related to the work environments that affect the high and low level of individual response or value of work satisfaction. The individual response by Luthans (1998) include: (1) the work itself, (2) payroll, (3) promotion opportunities, (4) Supervision, (5) co-workers support. Furthermore, Robbins and Judge (2009) defines job satisfaction with a person's general attitude towards work that determine job satisfaction are 1) the work is mentally challenged, 2) proper and sufficient reward, 3)working conditions that support, 4) co-worker support and 5)personal suitability. So the factors that influence job satisfaction is personality, values, work situation and social influences.

If an employee does not obtain satisfaction from the work effort that has been sacrificed to the organization, either because their needs are not being met as well as the benefits that are not balanced with the return, then they will look for a way that allows them to avoid organization. Form of avoidance activities of this organization's activities as noted Greenberg (1997) may be a defaulter (Absenteeism) or extreme withdrawal from membership in organizations that follow.

Based on the theory as described above, it can synthesize that job satisfaction is an emotional state in the form of feelings and perceptions of employees who perceived an employee on what to do with their work.

### **Work stress**

Beehr and Newman as quoted Elitharp (2005) defines that occupational stress as a condition where in job-related factors interact with the worker to change his or her psychological or physiological condition reviews such that she or he is forced to deviate from normal functioning. It means that the stress of the job as a condition in which the factors associated with job interacting with the workers, causing changes in physiological or psychological conditions that deviate from normal functions. Lussier (2009) asserts stress is the body's reaction to environmental demands. This reaction can be emotional and or physical.

If reviewed expert opinions above are essentially complementary to each other, although not easy to make the formulation of a comprehensive definition. However, if examined more in there are some substances that have a common, among others; First, stress is an external factor such as an event or environmental stimulus that causes a person to feel tense. Stress is a demand environment called stressors; Second, internal factors such as stress is a subjective response or adaptive response in the form of tension experienced by someone. Third stress is physical or psychological condition changes perceived as a nuisance. In other words, job stress can be

defined as an adaptive response (adaptive) after a person interacts with the demands of the work environment (stressor), which produces tension (strain).

Job stress arises due to the interaction between objective and perceived working conditions of workers, including the skills or the ability to adjust to the demands of the job. Job stress, according to Greenberg (2002) presented the "occupational stress model" suggests that the source of job stress comes from the work itself, and comes from outside the organization. Of the work itself covers; Intrinsic factors work (bad working conditions, work overload, stress time, physical danger), role in the organization (role ambiguity, role conflict, organizational conflict), career development (over / under promotion, job security, ambition), relationships at work (poor relationships with leaders, subordinates and colleagues, difficulty in delegating responsibilities) and the organizational structure and climate (his participation in decision-making, budget, politics, lack of consultation). While the factors that come from outside the organization include; family problems, life crisis and financial difficulties and others. Greenberg (2002) further points out that both these factors will lead to stress depends on individual characteristics factors. The difference is in levels of anxiety, neurotic level, tolerance for ambiguity and different types of personality, a mediator who will determine the outcomes of different stress.

Then, according to Robbins (1998) there are four categories of potential as a source of stress, namely; environmental factors, organizational factors, individual factors and individual differences. Uncertain environmental conditions can affect the design of organizational structures and also affects the stress level of the workers in the organization. Economic uncertainty, economic contraction and recession make everyone feel anxious. The decline in purchasing power, uncontrolled prices, imbalances of supply and demand of goods and services-labor would increase stress on everyone. The impact of the perceive economic uncertainty is increasing unemployment and poverty, which in turn will increase social vulnerability, social disease, crime and unsafe conditions. Moreover, coupled with political uncertainty, which concerns the security and defense of the State pattern, different interests, until the seizure of power, will increase anxiety, restlessness, injustice, arbitrariness which resulted in the stressful environment. Similarly, the uncertainty of such computerized technology, robotizes, automation and other forms of technological innovation if unanticipated, can cause everyone to feel stress.

According to Dembe (2002) stress jobs are at risk to health when the frequency of occurrence of frequent or strong, extended or mismanaged. Outcomes or the effects of stress at work at individual levels have been documented and include physical and mental pain, decreased organizational commitment and job satisfaction in, in turn decreasing effect on motivation and performance, productivity, absenteeism due to illness and transfer of personnel.

In addition to job stress has an impact on physical and mental health workers, also have an impact on the organization. However, the impact of job stress on the organization's most significant absenteeism (absenteeism). Rice cites Farrell and Carol Stamm (1999) conducted a meta analysis of 72 studies on the matter, found the absenteeism has a significant relationship with job stress variables caused the work environment and the organization. Models are built Kreitner & Kinicki (2007) describes the outcomes of stress include; (1) psychological dimensions of job satisfaction, organizational commitment, job involvement, self esteem, burnout, emotional and depression; (2) the dimensions of behavior include absenteeism, removals, performance, accidents, abuse and violence; while (3) the cognitive dimension includes his participation decision making, it is difficult to concentrate and forgetful.

Based on the above description may synthesize that job stress is tension (strain) were felt by employees with respect to their interaction with the demands of the work environment.

### **Work Motivation**

According Ungson and Mowday in Steers (1987), the term motivation comes from the Latin, which move which means moving. Based on these words, it can be developed more definition or understanding of the motivation. There are three aspects of motivation that can be identified. First, the motivation illustrates an energy force that drives a person or cause them to behave in a certain activity. Secondly, the movement is directly aimed at a case that motivation has a strong goal orientation (strong objectives). Third, to help maintain morale at all times. Motivational aspect is expected to be a valuable factor in the system work perspective aims to understand human behavior in work situations, so that these aspects determine the most important factors and relate to personal behavior, situations and work environment; hereinafter to be aware of the encouragement of work, it is helpful to strengthen the working position. Motivation according to Robbins (1996) is the desire of any form of effort to the maximum to achieve organizational goals, conditioned / determined by the ability of the business / private effort to meet the needs. Armstrong (1999) mentions that the motivation is complex. To motivate effectively required: (1) understand the basic processes of motivation, (2) determine the factors that affect motivation, (3) knowing that the motivation is not only can be achieved by creating a sense of satisfaction, and (4) understand that, in addition to all the above factors, there is a complex relationship between motivation and job performance.

Newstrom (2000) defines motivation to work as a combination of a very complex psychology on everyone. At the employee described by three elements, namely: (1) guidance and focus behavior (Direction and focus of the behavior): some positive factors include reliance, creativity, timeliness; whereas several factors dysfunction include delays, attendance, and low performance; (2) levels of effort or work (Level of the effort): make a full commitment to get better results; and (3) determination of behavior (Persistence of the behavior): repetition in giving effort or work that is too fast. George and John (2005) mentions work motivation is a psychological need in the person who determines the direction of the behavior of people within the organization that led to the movement, direction, effort, and persistence in the face of obstacles to achieve a goal. Munandar (2006) stated that work motivation is a process which needs to encourage a person to perform a series of events that lead to the achievement of certain goals. Goal if achieved, would satisfy or fulfill those needs. Robbins(1996) gives the definition of motivation to work as a form of willingness to issue a high level of effort for the purpose of the organization, which is conditioned by the effort's ability to satisfy some individual needs. Wagner and Hollenbeck (2009), a person who is motivated to work will continue to want to learn to know new things to improve its performance.

McClelland in Anwar (2004) suggests several characteristics of people who have high achievement motivation, among others:(1) have a level of personal responsibility are high, (2) willing to take and bear the risk, (3) have realistic goals, (4) has a comprehensive work plan and strive to realize the goal, (5)utilizing real feedback on all activities undertaken, and (6) are looking for an opportunity to realize the plans that have been programmed.

Based on the theoretical analysis described above, the synthesis of work motivation is a boost in self-employees to carry out their work.

### **Work effectiveness**

Sedarmayanti (2004) suggests that the effectiveness is any institutional processes and activities directed to produce something that really fit the needs through the use of the best from the various sources available. Bernard in Ahyari (1999)provide an understanding through approach to achieving goals that are meant to effectiveness is the achievement of goals agreed upon common ground. The level of achievement of the objectives it shows the level of effectiveness.

Effectiveness according Siagian (2004) is the utilization of resources, funding, facilities and infrastructure in a certain amount of conscious previously set to produce a number of goods or services with a certain quality in a timely manner. Means, the effectiveness of work-oriented in four ways, namely: a) the resources, funding, facilities and infrastructure that can be used is determined and limited, b) the amount and quality of goods or services to be produced has been determined, c) Deadline to produce goods or services have been defined, and d) Procedures that must be taken to complete the task has been formulated.

In an effort to achieve effectiveness, which need to be considered according to Stefanie and Lanto (1997), which is about how a person is able to set the time available. Further it is said that there are seven basic things that must be considered in setting the time, namely: (1) make a plan in advance, because the plan is a basic or fundamental importance in regulating the time. Someone can just make a plan and timetable, but the most important is to implement it, meaning that plans must be made to be as accurate as possible with everyday reality. Plans should be made a little flexible with the possibility of interruptions, crises, and delays; (2) in accordance with the schedule or earlier, one of the targets that time made can be achieved and if possible before the target got the job has been completed, so as to maintain the commitment; (3) dividing large jobs into several sections, by dividing the work into several sections, will be able to set the time for each step to be taken with a clear and definite, so that the work can be done well; (4) conduct monitoring of progress; (5) to delegate as much work as possible, so do not need to do the work all by yourself, start making assignments to tasks that are routine, a job that requires a lot of time so as to reduce stress; (6) make a list of priorities, some people make some lists once and is divided into several categories, namely high and urgent priority for important work, medium priority of the less urgent or important moderate and low priority done when there is time; (7)making a new, never too old to learn and look for new possibilities, searching techniques, new procedures that allow to work more effectively. The opinions was expressed by Stefanieand Lanto is the steps that a person can work on time, so as to achieve effectiveness in the work. Here we see that the timing is the key to be able to achieve the effectiveness of the work.

Efforts to achieve effectiveness, should also pay attention to the implementation of the meeting are able to meet the expectations. Hodgson and Hodgson (2000) states that the effectiveness of the meeting is defined as a business meeting how that goal is achieved in accordance with the established plan. Further, he said that the things that need to be taken to ensure that meetings can be effective are as follows: (1) the behavior is beneficial; for it is necessary to show concern in the meeting, ask questions, test understanding, summarizing and say how they are feeling, (2) avoid such behavior offensive words and obscure argument, (3) use questions effectively to obtain information, get everything that is discussed in detail, clarification and understanding tests,

showed that taking the ideas from the other seriously, avoid anger, introduced himself as someone who can contribute in meetings, (4) take the appropriate time, make an effective contribution, often associated with the right time, in the sense of better late than never, showing the signal for the delay in providing inputs, a variety of things which precedes from a game, (5) say what they want to say; give priority, making short and clear as possible, ask for a reaction from the other, using the examples given in the description, using the help of visual tools, (6) if it does not agree should be given the reason, (7) help make the meeting goes well, meaning making contributions do not need to come with brilliant ideas, with suggestions and proposals will help advance of the meeting, make suggestions in a polite way, (8) interrupts, interrupt to others, try not to do interruptions during the talk, do not let anyone interrupt if not finished) behave assured the meeting, many people hate coming to the meeting, they do not mind meeting with people who are known but often objected to the previously unknown because many of them are already senior, many with different desires regarded as the last or deal, and (10) to change the behavior of the meeting, some things you can do to help make the meeting more confident and feel more confident; This behavior can be assured by making preparations before the meeting, attention to internal criticism, listening as well as possible, use non-verbal behavior assertive, meaning that the position should remain in eye contact when speaking, not much to look at notes while talking, ask the opinion or reaction of the other participants of the meeting, agreed with the active, always persistent, and then assertive. Flanders (1994) says that the effectiveness of the communication is a two way process. For it is necessary to ensure that others understand what is being said and understood correctly what he was saying. Effectiveness also relates to do the job right, this is in line with the opinion of the Handoko Drucker (1994) which states that effectiveness is doing the right job (doing the right things.).

Based on theoretical studies that have been put forward, it is the effectiveness of employees in the workplace is an effort to realize the objectives that have been planned through the process in order to achieve the right work in accordance with its intended purpose.

### **III. Methodology**

The aim of this research was to identify and assess the direct and indirect effects of organization culture, leadership behavior, work satisfaction, work stress and work motivation on the effectiveness of administrators' work. This research was conducted at IAIN SU and 111 workers were taken as samples. To capture research data variables, valid and reliable questionnaires were used based on rational and statistical results through instrument test to 30 populations. The technique of analysis data consisted of descriptive analysis, requirement test analysis and path analysis with the significance level  $\alpha = 0.05$ .

### **IV. Findings**

Based on the path analysis overall results,  $F_{count} > F_{table}$  ( $21 > 2,301$ ) was obtained. Thus,  $H_0$  was rejected and  $H_a$  was accepted. In conclusion, organizational culture, leadership behavior, work satisfaction, work stress, and work motivation simultaneously affect the effectiveness of administrators' work, so individual test can be done. Furthermore, individual path analysis results findings were: (1) the significance of the path coefficient between organizational culture and work satisfaction, namely:  $13\rho = 0.266$  and  $0.071$  for direct influence. Thus, a positive direct effect of organizational culture on employee work satisfaction, which is 7.1% of the changes in work satisfaction is determined by the culture of the organization; (2) the significance of the path coefficients between leadership behavior and work satisfaction, namely:  $23\rho = 0.257$  and the direct effect of 0.66. It means that a positive direct effect of leadership behavior on employee satisfaction, which is 6.6% of the changes in work satisfaction is determined by the behavior of the leadership; (3) the significance of the path coefficient between organizational culture with job stress, namely:  $41\rho = 0.333$  and  $0.111$  for direct influence. It is concluded that a positive direct effect of leadership behavior on work satisfaction of employees, which is 11.1% of the changes in job stress is determined by the culture of the organization; (4) the significance of the path coefficients between leadership behavior with job stress, namely:  $42\rho = 0.181$  and  $0.333$  for direct influence. It is described that a positive direct effect of leadership behavior on employee satisfaction, which is 3.33% of the changes in job stress is determined by the behavior of the leadership; (5) the significance of the path coefficient between organizational culture with job motivation, namely:  $51\rho = 0.217$  and  $0.047$  for direct influence. In conclusion, a positive direct effect of organizational culture on employee motivation, which is 4.7% of the changes in work motivation is determined by the culture of the organization; (6) the significance of the path coefficients between leadership behavior with job motivation, namely:  $52\rho = 0.215$  and  $0.046$  for direct influence. It is defined that a positive direct effect of leadership behavior on employee motivation, which is 4.6% of the changes in work motivation is determined by the culture of the organization; (7) the significance of the path coefficients between the organizational culture of effectiveness, namely:  $61\rho = 0.187$  and  $0.035$  for direct influence. Thus, a positive direct effect of organizational culture on the effectiveness of the employee, which is 3.5% of the changes are determined by the effectiveness of the work culture of the organization; (8) the significance of the path coefficients between leadership behavior with job effectiveness, namely:  $62\rho = 0.208$

and 0.043 for direct influence. It is described that a positive direct effect of leadership behavior on employee effectiveness, which is 4.3% of the changes in work effectiveness is determined by the behavior of the leadership; (9) the significance of the path coefficients between work satisfaction and work effectiveness, namely:  $63p = 0.159$  and  $0.025$  direct influenced. It means a positive direct effect of leadership behavior on employee effectiveness, which is 2.5% of the changes in work effectiveness are determined by work satisfaction; (10) the significance of the path coefficients between job stress with work effectiveness, namely:  $64p = 0.159$  and  $0.042$  for direct influence. It is described that a positive direct effect of job stress on employee effectiveness, which is 4.2% of the changes in work effectiveness is determined by the stress of the job; (11) the significance of the path coefficients between work motivation and work effectiveness, namely:  $64p = 0.184$  and  $0.034$  for direct influence. In conclusion, a positive direct effect of job stress on employee effectiveness, which is 3.4% of the changes in work effectiveness is determined by the motivation to work; (12) the indirect effect of organizational culture on the effectiveness of work through work satisfaction by  $0,008 = 0.8\%$ . It is concluded that the influence of organizational culture on the effectiveness of the total employment is  $0.292 = 29.2\%$ ; (13) The behavior of the indirect effect of leadership on the effectiveness of work through work satisfaction by  $0,008 = 0.8\%$ . It means that the influence of organizational culture on the effectiveness of the total employment is  $0.213 = 21.3\%$ , (14) the indirect effect of organizational culture on the effectiveness of work through job stress for  $0.013 = 1.3\%$ . It is described that the influence of organizational culture on the effectiveness of the total employment is  $0.292 = 29.2\%$ , (15) the indirect effect on the effectiveness of leadership behavior is working through the stress of work by  $0,008 = 0.8\%$ . It is explained that the major influence on the effectiveness of leadership behavior is total employment is  $0.213 = 21.3\%$ , (16) the indirect effect of organizational culture on the effectiveness of work through work motivation  $0,007 = 0.70\%$ . It is meant that the influence of organizational culture on the effectiveness of the total employment is  $0.292 = 29.2\%$ , (17) Meanwhile, the indirect effect on the effectiveness of leadership behavior is working through the work motivation of  $0.008 = 0.8\%$ . In conclusion, the influence of organizational culture on the effectiveness of the total employment is  $0.213 = 21.3\%$ .

Based on those test results, all path coefficients in the path diagram (model tested) are significant. If there are no paths in model which is not significant, it is concluded that the proposed model perfectly fit to the data.

## **V. Conclusion**

Based on the data and the results of the analysis outlined above can be drawn the conclusion that organizational culture, leadership behaviors, job satisfaction, job stress and work motivation simultaneously affect the effectiveness of the administration of employee State Institute for Islamic Studies of North Sumatra.