



The Influence of Leadership on Students Organizational Performance

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Abstract—A person leadership style in leading is very influential and becomes a determining factor for increasing and decreasing employee performance, therefore it is clear that every company needs an effective leadership style because in this case it depends on the reliability and ability of members to operate work units. This research aims to examine the influence of leadership style on the performance of student organization members. This type of research is a type of quantitative research using survey research methods and data collection in this study using a questionnaire in the form of written statements given to respondents. The data obtained in this study is based on the answers of the respondents to the questionnaire distributed to 30 respondents who were taken by random sampling. The data analysis in this study used simple regression analysis, and testing the coefficient of determination, with the t test. From the results of the analysis of research data, it was found that there was an influence of the leadership style applied by the leadership of students' organisation on members performance, this can be seen with a significance of $=0.05$ with a t-test result of 5.055 and a significance <0.05 ($0.000 < 0.05$), meaning that the hypothesis can be concluded that H_0 is rejected and H_a received. So, it can be concluded that leadership style has a direct positive effect on members performances at Students Organisaion.

Keywords: employee per formance; leadership style; student or ganizational performance

I. INTRODUCTION

University is a place where students gather and gain knowledge. In a university, an organization is needed that supports the activities both internally and externally. Student organizations are a vehicle and a means of self-development for students in the direction of leadership and leadership aspects. A leader plays a role in influencing subordinates to achieve organizational goals, while leadership in an organization shows the relationship between leaders and subordinates, and how the leader is able to direct his subordinates. Basically, the role of a leader in an organization is to seek all means so that subordinates can do their work in accordance with their responsibilities and authorities so that they are able to achieve the organizational goals that have been set. For this reason, organizations

need leaders who are able to monitor organizational change (transformation) and leaders who are able to set specific goals, monitor developments, and identify rewards received by their subordinates if the goals can

be achieved (transactional). So, the success of the organization can be determined by the success of the leader in influencing his subordinates and is determined by the effectiveness of his leadership.

The role of leadership is very important in an organization, namely as one of the determinants of success in achieving the mission, vision, and goals of an organization, Bass (in Stone et al., 2004), states that the quality of the leader is often considered the most important factor that determines success or failure. organizational failure. One of the theories that emphasizes a change and the most early ideas about transformational and transactional leadership styles were developed

by James Mac Gregor Burn who applied them in a political context. Burn (in Puspitasari, 2015) suggests that transformational and transactional leadership styles can be chosen explicitly and both are conflicting leadership styles. Transformational and transactional leadership is very important and needed by every organization. Furthermore, Burn (in Puspitasari, 2015) developed the concept of transformational and transactional leadership based on Maslow's opinion about the hierarchy of human needs.

According to Robbins & Judge (2014) there are four leadership styles, namely charismatic, transactional, transformational, and visionary. The charismatic style describes followers as being stimulated by heroic or extraordinary leadership abilities when they observe certain behaviors of their leaders. Transactional leadership style is a leader who guides or motivates their followers towards the goals set by clarifying the requirements of roles and tasks and the visionary leadership style is the ability to create and articulate a realistic, credible, and attractive vision of the future of the organization or organizational unit that is growing and improving compared to today. An organization will not run well if it does not synergize with the performance of a leader.

Talking about leadership style, of course, cannot be separated from the results achieved or performance, be it leader performance or employee performance. High quality performance will be obtained when the activity units and from the leadership itself are carried out effectively and efficiently. As for what is meant by performance is the result in quality and quantity that has been achieved by a member in carrying out the duties and responsibilities assigned to him. Where performance itself is a combination of abilities, efforts, skills, and opportunities that can be assessed from the results of their performance. Because in essence every organization certainly wants good performance and high quality.

Previously, there are some studies that conducted research about the leadership style. Rashidi (2018) conducted research about *'The Impact of Leadership on Organizational Performance'*. Based on his research, it was found that there is a positive relationship between each variable and there is a strong impact of leadership on organizational performance. In addition, the results of the study conducted by Akparep et al (2019) in their research about the leadership style

practiced at TumaKavi Development Association (TKDA) in Northern Region of Ghana and its effect on its organizational performance showed that the study established that TKDA majorly uses democratic leadership style in its operations. It also discovered that the democratic leadership style being practiced has had an appreciable influence on the operations and performance of the organization. The results of this study also revealed that there is strong relationship between leadership style and organizational performance of TKDA. As the strength of the organization dwells much on democratic style of leadership, it is recommended that management of the organization applies more of that and mix it with other leadership styles where necessary for the organization to wax stronger within its industry. Meanwhile, the results of the study conducted by Lumumba et al (2021) about the influence of principals' leadership styles on the organizational performance of primary teachers training colleges in Lake Victoria Region of Kenya showed that both Laissez faire and autocratic leadership styles were less exhibited by principals of PTTCs in Lake Victoria Region of Kenya. Laissez faire leadership style was least exhibited. The study also revealed that both Laissez faire and autocratic leadership styles negatively influenced the organizational performance of PTTCs. Lastly demographic characteristics did not have statistically significant influence on organizational performance of PTTCs in the Lake Victoria Region of Kenya.

Based on the previous related studies above, it can be mentioned that the leadership style can have the positive or negative relationship and the leadership style also can be different used by the leader in monitoring his/her subordinates. Therefore, this present study aims to examine the influence of leadership style on the performance of student organization members.

II. CONCEPT AND HYPOTHESIS

Leadership Style

Every leader basically has different behavior in leading his subordinates, and the leader's behavior is called leadership style. Where the leadership style affects the success of a leader in influencing his subordinates. A leader needs to think about the most appropriate leadership style, which is one that can maximize performance and is easy to adapt to all circumstances and conditions in the organization. Leadership style is the basis

for classifying leadership types. Leadership style is the overall pattern of a leader's actions, both visible and invisible to his subordinates. Leadership style describes a consistent combination of philosophies, skills, traits, and attitudes that underlie a person's behavior. So that the most appropriate leadership style is a style that can maximize productivity, job satisfaction, growth, and easily adapt to the situation. Therefore, the leadership style has three basic patterns, namely those that prioritize the implementation of tasks, those that emphasize cooperative relationships and those that emphasize the results achieved.

According to Kartono (2001), leadership styles are divided into 6 styles. Among others:

Charismatic

This charismatic style has the power of energy, attraction and extraordinary disposition to influence others, so he has a very large following and trusted bodyguards. Until now people don't really know why, why that person has such great charisma. He is considered to have supernatural powers and superhuman abilities, which he obtained as a gift from the Almighty.

Paternalistic

That is fatherly leadership, by the nature of which he considers his subordinates as immature or immature human beings, or their own children who need to be developed. He was being too protective. He almost never gave his subordinates a chance to develop their imagination. This kind of leadership style seems to show that he knows best and is most correct in making a decision.

Militaristic

This style has almost in common with the authoritarian leadership style. The difference is this kind of style is tougher. As hard as the military and his subordinates are always threatened with sanctions if he does not want to comply with his wishes.

Laissez Faire

In this laissez faire leadership style, the leader practically does not lead, he lets his group and everyone do their own thing. The leader does not participate in any of his group activities. All work and responsibilities must be carried out by subordinates themselves. He is a symbol leader, and usually lacks technical skills. He has no authority and can not control his men. Unable to carry out work coordination, and powerless to create a cooperative working atmosphere.

Democracy

Democratic leadership is human-oriented, and provides guidance that is able to carry out administrative tasks effectively. While the leaders consist of technocrats and administrators who are able to drive the dynamics of modernization and development. There is coordination of work among all subordinates, with an emphasis on a sense of internal responsibility. And good cooperation. The strength of this democratic leadership lies not in the individual leader's personality, but instead lies in the active participation of every member of the group or its members.

Authoritarian

Authoritarian leadership is someone who is very selfish, his enormous egoism will encourage him to twist the actual facts or reality so that they are in accordance with what is subjectively interpreted as reality. However, the effectiveness of authoritarian leadership is strongly associated with the power to take positive action which may not necessarily be achieved and various predetermined targets, but the power to take punitive action is no longer owned, the obedience of subordinates will soon loosen and work discipline will decline.

Leadership Function

Effective leadership will only be realized if it is carried out according to its function. The main tasks of leadership in the form of delivering, classifying, giving instructions, educating, guiding and so on which briefly move the 6 M so that subordinates follow in the footsteps of leaders to achieve organizational goals, can only carry out well if a leader carries out his functions properly.

Function means the position (work) that is carried out or the use of something or the work of a part of the body. While the leadership function is directly related to the social situation in the life of each group/organization, which implies that every leader is inside and not outside the situation. The leadership situation is a social phenomenon, because it must be realized in the interaction between individuals in the social situation of a group/organization.

Operationally, it can be divided into five main functions of leadership, namely:

Instruction Function

This function is one-way communication. The leader as a communicator is the party who determines what, how, when, and where the order is carried out so that decisions can be

carried out effectively. Effective leadership requires the ability to move and motivate others to carry out orders.

Consulting function

This function is a two-way communication. In the first stage of making decisions, leaders often need consideration, which requires them to consult with the people they lead who are considered to have various information materials needed in making decisions. The next stage of consultation from the leadership on the people being led can be done after the decision has been made and is currently being implemented. The consultation is intended to obtain input in the form of feedback to improve and refine the decisions that have been determined and implemented. By carrying out the consultative function, it can be expected that leadership decisions will be supported and easier to instruct them, so that leadership takes place effectively.

Participation function

In carrying out this function, the leader tries to activate the people he leads, both in participating in making decisions and in implementing them. Participation does not mean free to do as they wish, but is carried out in a controlled and directed manner in the form of cooperation by not interfering or taking other people's main tasks. The leader's participation must remain in the function as a leader and not an executor.

Delegate function

This function is carried out by delegating the authority to make/stipulate decisions, either through approval or without approval from the leadership. The delegate function basically means trust. The recipients of the delegation must be believed to be assistant leaders who share the same principles, perceptions, and aspirations.

Control function

The control function means that successful/effective leadership is able to regulate the activities of its members in a directed manner and in effective coordination so as to enable the achievement of shared goals to the fullest. The control function can be realized through the activities of guidance, direction, coordination, and supervision.

From the explanation above, it can be concluded that all leadership functions are carried out in integral leadership activities, namely where the leader is obliged to describe the work program, the leader must be able to provide clear instructions, must strive to

develop freedom of thought and express opinions, develop harmonious cooperation, leaders must be able to solve problems and make problem decisions according to the limits of their respective responsibilities, leaders must utilize supervision as a controlling tool, and leaders must try to develop the ability to assume responsibility.

Indicator of Leadership

According to Kartono (2008), indicators of leadership style are:

Nature

The nature of a leader is very influential in style leadership to determine its success as a successful leader, and is determined by the leader's personal abilities. Personal ability in question is the quality of a person with various traits, temperaments or characteristics in it.

Habit

Habits play a major role in leadership style as a determinant of the movement of a leader's behavior that describes all actions taken as a good leader.

Temperament

Temperament is a leader's style of behavior and his distinctive way of responding, interacting with others. Some leaders have an active temperament, while others are calm. This description shows that there are variations in temperament.

Character

The more subjective character of a leader can be a determinant of the superiority of a leader in influencing determination, persistence, endurance and courage.

Personality

The personality of a leader determines his success, which is determined by the personality traits he has.

So, based on the explanation above, the researcher has determined the indicators that will be used as the Leadership Style variables, namely Traits, Habits, Temperaments, Characters and Personality.

Performance

Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given. This explains that performance is the level of success of a person or institution in carrying out their work.

Sinambela (2016) stated that there are four elements regarding performance, namely

as follows:

Work results achieved individually or intuitively, which means that the performance is the final result obtained individually or in groups.

In carrying out the duties, the person or institution is given authority and responsibility, which means the person or institution is given the right and power to act so that the work can be carried out properly. Nevertheless, the person or institution must remain in control, which is to account for his work to the giver of rights and authorities so that he will not abuse his rights and authority.

The work must be done legally, which means that in carrying out the duties of an individual or institution, one must follow the rules that have been set.

The work does not conflict with morals or ethics, meaning that in addition to following the rules that have been set, the work must be in accordance with generally accepted morals and ethics.

So, based on the explanation above, performance is the quality and quantity of the work (output) of individuals and groups in a particular activity in an organization or company according to the responsibilities given to someone.

Factors Affecting Employee Performance

There are several opinions regarding the factors that affect employee performance. According to Gibson et al. (2009), employee performance is influenced by several factors, as follows:

Individual Factors.

Individual factors include: abilities, skills, family background, work experience, social level and a person's demographics.

Psychological Factors.

Psychological factors consist of perceptions, roles, attitudes, personality, motivation, work environment and job satisfaction.

Organizational Factors.

That includes organizational structure, job design, leadership and rewards.

Building Performance

According to Wexley and Yulk (in Sinambela (2016)), performance is an implementation of balance theory, which says that a person will show optimal performance if he gets benefits and there are incentives in his

work in a fair and reasonable manner. The balance theory above shows that optimal performance can be achieved if there is a sense of justice felt by employees. Various indicators that lead to a sense of justice according to this theory include benefits which mean that an employee in carrying out his duties can feel the benefits. Furthermore, an employee should also get stimulation from various related parties in the form of providing motivation so that they can be motivated to carry out their duties, and the work done must be fair and reasonable, in the sense that among fellow employees there must be a fair division of tasks and incentives that obtained. Organizational or institutional performance is strongly influenced by individual performance, therefore if the performance of the organization is to be improved, of course, individual performance needs to be considered.

Improving the quality of human resources will certainly be influenced by various factors. However, among these various factors, the education factor has the biggest contribution. Along with this, improving the quality of education is a prerequisite for producing quality human resources, meaning that the quality of human resources will be achieved if the quality of education is carried out well. Various components that can improve the quality of education, such as the development and improvement of curriculum and evaluation systems, improvement of educational facilities, development and procurement of teaching materials, continuous teacher training, and other components. Among the various components above, it seems that the position of the teacher is very strategic, as stated by various education experts.

Indicators of Performance

Robbins (2006) suggests that the indicators for measuring individual employee performance are:

Quality

The quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of tasks on the skills and abilities of employees. Quality of work (quality of work) shows the extent to which the quality of an employee in carrying out his duties includes accuracy, completeness, and neatness.

Quality of work can be measured through accuracy, completeness, and neatness. What is meant by accuracy is accuracy in carrying out tasks and work, meaning that there is a match between the activity plan and the goals or

objectives that have been set. What is meant by completeness is completeness of accuracy in carrying out their duties. What is meant by neatness is neatness in carrying out their duties and work. Quality of work refers to the quality of human resources, the quality of human resources refers to:

Knowledge, namely the ability of employees who are more oriented towards intelligence and thinking power and mastery of broad knowledge possessed by employees.

Skills, abilities and operational technical mastery in certain fields owned by employees.

Abilities are abilities that are formed from a number of competencies possessed by an employee which include loyalty, discipline, cooperation and responsibility.

Quantity

Quantity is any form of unit of measure related to the amount of work and is expressed in numerical terms or which can be equivalent to numbers, quantity is the amount produced, expressed in terms such as the number of units, cycles of activities completed.

Quantity of work is the amount of work carried out by an employee in a certain period. This can be seen from the work of employees in the use of a certain time and speed in completing tasks and responsibilities. Thus, the quantity of work can be seen from the amount of work and the use of time. The number of jobs is the number of work tasks that can be done. The use of time is the amount of time used in completing tasks and work.

Timeliness

It is the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities. Is where the activity can be completed or a production result can be achieved, at the beginning of the specified time in conjunction with coordinating with other product results and maximizing the time available for other activities.

Cost Effectiveness

The level of use of organizational resources (manpower, money, technology, raw materials) is maximized with the aim of increasing the results of each unit in the use of resources.

There are four factors that affect work effectiveness, namely organizational characteristics, environmental characteristics, worker characteristics and the characteristics

of management policies and practices.

Independence (Independent)

This is the level of an employee who will be able to carry out his work function, work commitment. Is a level where employees have a commitment to work with the agency and employee responsibilities to the office. Where independence is an attitude that allows a person to act freely, do things on his own impulse and for his own needs without the help of others, as well as think and act creatively and full of initiative, able to influence the environment, have self-confidence and get satisfaction from his efforts.

Based on the explanation above, the researcher has determined the indicators that will be used as performance variables in this study, namely Quality, Quantity, Timeliness, Cost Effectiveness, and Independent.

Hypothesis

$H_0 \leq 0$ = There is no direct and significant influence of Leadership Style on Members Performance on Students Organisation.

$H_a > 0$ = There is a direct and significant influence of Leadership Style on Members Performance on Students Organisation.

III.METHOD

This type of research is a type of quantitative research using survey research methods and data collection in this study using a questionnaire in the form of written statements given to respondents. The data obtained in this study is based on the answers of the respondents to the questionnaire distributed to 30 respondents who were taken by random sampling. The data analysis in this study used simple regression analysis, and testing the coefficient of determination, with the t test.

IV.RESULT AND DISCUSSION

Simple Regression Analysis

Simple regression analysis aims to determine the effect of leadership style (X) on employee performance (Y) at Students Organisation in Warmadewa University. The results of simple regression analysis can be seen in the following table:

Tabel 1. Simple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,787	4,215		3,271	0,003
Gaya Kepemimpinan (X)	0,609	0,12	0,691	5,055	0

From the table in column B, the constant values and simple regression coefficient values for the independent variables are listed. Based on this value, it can be determined that the simple regression value is expressed in the following equation:

$$Y = 13.787 + 0.609X + et$$

from the equation, the results of the simple regression equation mean that:

A constant of 13.787 if the leadership style variable is assumed to be constant, then employee performance will increase by 13.787.

The regression coefficient value for the leadership style variable (X) in the regression equation shows a positive value of 0.609, which means that if the leadership style variable increases by 1%, then employee performance will increase by 6.09%.

From the results of the regression coefficient test, it can be concluded that leadership style has an effect on increasing employee performance.

T Test

To test the significance of the regression model for the variables can be obtained by using the t test. This test is used to determine whether the regression model on leadership style has a significant effect on employee performance.

Tabel 2. T Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13,787	4,215		3,271	0,003
Gaya Kepemimpinan (X)	0,609	0,12	0,691	5,055	0

From the table above, it can be seen that the results of testing the leadership style variable show a tcount value of 5.055 > ttable, which is 1.7 with a significant level of 0.000. The significant level is smaller than 0.05, which means that the hypothesis in this study rejects Ho and accepts Ha. Thus, it can mean that the hypothesis "Leadership Style has a direct and significant positive effect on Employee Performance" is accepted.

V. CONCLUSION

Based on the results of research, analysis and hypothesis testing that have been carried out regarding the influence of leadership style on the performance of student organization members, it can be concluded that leadership style has a direct positive effect on employee performance. The conclusion shown is based on by the findings of the analysis that there is an influence of the leadership style applied by the head of the student organization on employee performance, this can be seen with a significance of = 0.05 with a test result of t = 5.055 and a significance < 0.05 (0.000 < 0.05), meaning the hypothesis it can be concluded that Ho is rejected and Ha is accepted. So it can be concluded that leadership style has a direct positive effect on the performance of members of the student organization.

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