


The Effect Of Leadership Effectiveness On Organizational Performance

Leonita Siwiyanti¹, Muhammad Khairul Amal², Ade Sudarma³

^{1,2,3} Retail Management Study Program, Faculty of Economics
Muhammadiyah University of Sukabumi, Indonesia

Email: ¹leony23amr@ummi.ac.id, ²khairulamal@ummi.ac.id, ³adesudarma@ummi.ac.id

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ABSTRACT

Purpose – this paper seeks to examine the effect of leadership effectiveness on organizational performance. By looking at the Muhammadiyah organization in Indonesia, especially in Sukabumi.

Methodology/approach - this research uses a quantitative method approach. The population of this research is all members of Muhammadiyah in Sukabumi. The sampling technique that will be used in this study is the random sampling method. Analysis of the data used is multiple linear regression analysis.

Findings – it is found that simultaneously the three variables have a significant influence on (Y), which means the organization can develop if the leader applies leadership which includes Leader-Subordinate Relations, Task Structure and Leadership Position Strength simultaneously (simultaneously). And the leadership-subordinate relationship variable partially does not have a significant effect. While the other two variables have a significant effect.

Novelty/value – leadership style or leadership model is often used as material for studies related to human resources, usually associated with employee performance, motivation and organizational behavior. While the organizational performance is very minimally studied, even though the development factor of an organization can be influenced by leadership. Keywords leadership, Muhammadiyah, performance, organization

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INTRODUCTION

Islamic organizations in Indonesia are an interesting phenomenon because they are Islamic organizations that represent the majority of Indonesian Muslims. This makes Islamic organizations a social and political force to be reckoned with in Indonesian politics. Quite a number of Islamic organizations that have developed since before independence until now. We can see the development of several Islamic organizations, including: Muhammadiyah, Persis, Nahdatul Ulama and so on.

The existence of the organization can be seen in its impact on society by the number of its membership that is widely spread and the influence of its leadership on all policies that occur in a country, for example in Indonesia. One of them is the Muhammadiyah organization which has an

important role in various lines of human life by making an extraordinary contribution to the Unitary State of the Republic of Indonesia.

However, since 1912 until now, which has passed 1 century of its establishment, no progress has been seen in the regions, for example in the Sukabumi area. Since its establishment in 1930, it has had its ups and downs. It can be seen that the increase in the number of members is only spread over one area. Even though the number of sub-districts and sub-districts in Sukabumi is 414, the branches and branches of Muhammadiyah are only 17 branches and 60 branches [1].

Organizational development refers to long-term efforts to improve organizational problem-solving abilities and refers to changes in the external and internal environment based on (1) a set of humanistic values (2) behavioral theory and open systems (3) Organizational development is a deliberate process aimed at enhancing the overall effectiveness of an organization by improving its key aspects: external environment, mission, strategy, leadership, culture, structure, information, reward system and policies, change system and procedure [2], [3]

Seeing this, the solution to problems in organizational development, especially Muhammadiyah, is through the formation of new branches so that the organization can develop. So, the influence of the external and internal environment in an organization is very important, especially the effective leadership role starting from its leaders. Where an organization will experience success if achieving its goals cannot be separated from the role of its leader.

Organizations need strong leadership in achieving effective performance now and in the future [4]–[6]. Leadership itself is an important element in the progress or decline of an organization. Referring to the theory of leadership there are many theories that can be implemented and applied. So that it does not only look at the leadership style or leadership model that is often used as material for studies related to human resources, it is usually associated with employee performance, motivation and organizational behavior. While the organizational performance is very minimally studied, even though the development factor of an organization can actually be influenced by leadership.

LITERATURE REVIEW

Leadership theory

Research and development of leadership theory can be divided into three areas. First is Trait Theory [7], then Leadership Behavior (Action Theory), Situational Leadership [8]–[10]. This trait theory attempts to explain leaders and leadership in terms of traits that are present or inherent in people. Next is a behavioral approach to leadership. Initially, the emphasis was on the nature of the leader, but now the emphasis is on the behavior and style of the leader. Based on this theory, the focus is on the best leadership style (One Best Way) for an organization to function effectively. Traits and behavioral theories have the same weaknesses. This means ignoring situational factors when judging leadership effectiveness. To be an effective leader, it is not enough to have leadership qualities. [11]–[13].

Leadership, this model explains that the effectiveness of leadership depends on whether the leadership fits the situational factors. In [8], [14], Fiedler identified three possible dimensions in which he could determine the most important (important) situational factors that determine leadership effectiveness. Based on this theory, the leadership situation is classified into three things: (1) leader-member relations, namely the leader will have more power and influence if he can establish good relationships with his members, meaning that he is liked, respected and trusted; (2) task structure, namely assignments that are well structured, clear, explicit, programmed, will allow the leader to be more influential than if the assignment is vague, unclear and unstructured; and (3) a position of power, the leader will have more power and influence if his position or position allows him to reward, punish, appoint and fire, than if he does not have such a position [15], [16].

Organizational Performance

Organizational development is what is provided by an organization as a form of organizational performance within a specific period of time in relation to established criteria. Organizational

development is therefore organizational performance evaluation, meaning a process or evaluation system for implementing organizational work competence on the basis of certain criteria [17]-[19]. Performance evaluation includes tasks to measure various activities at the organizational level and generate feedback information to improve the organization. Organizational improvement means 1. Improvement of plan, 2. Process improvement and 3. Evaluation improvement [20]-[23]. The results of subsequent evaluations serve as indicators for further improvement of the Planning Process Evaluation. The Process Evaluation Plan process should be performed continuously (continuous process improvement) to achieve the strategic element (competitive advantage).

[24], [25].

Organizational development efforts (Gultom, 2015) are a programmed and systematic approach to bring about change with the main objectives of (1) increasing the effectiveness of the organization as an open system (2) Developing the hidden potential within organizational members into real operational capabilities (3) Behavioral intervention done through collaboration between management and organizational members to find better ways to achieve individual goals within the organization and the goals of the organization as a whole. Factors causing change include (1) future challenges (2) education level (3) technology (4) economic system (6) various social trends (7) competition [26], [27].

There are several ways to know or identify that an organization is said to be effective and well-developed [28]-[30], namely:

1. The organization has a clear identity. A good organization has a clear identity such as name, background of establishment, charter/statutes, works in a particular field, and has a clear address and symbol of the organization.
2. Organizations with a clear number and identity in having members (at least two people) who work together to achieve certain goals and, of course, in certain ways. A good organization requires a clear number of members and a clear identity.
3. Have a clear organizational structure. A good organization has a structure with clear departments and tasks.
4. Associated with good management. At least in organizational management:
 - a. Planning -> Planning, Carefully Considered Procedure
 - b. Action-> Action, implementation of what was previously planned
 - c. Evaluation-> Evaluation, evaluating defects that occurred during the implementation phase, and looking for solutions for improvement and development in the future.

All three are used in the entire implementation of the work program.

5. There are environmental benefits. A good organization not only provides benefits and benefits for its members, but also benefits the environment. In the sense that an organization is not only superior internally but also externally. For example, a law school student organization that provides legal advice to the local community with the aim of increasing legal awareness of the general public. To ensure that the organization is accepted and recognized by the surrounding community.

METHOD

This study uses a quantitative method approach. The population of this research is all members of Muhammadiyah in Sukabumi. The sampling technique that will be used in this research is the random

sampling method. Analysis of the data used is multiple linear regression analysis. The purpose of using this analysis is to obtain a comprehensive picture of the influence between independent variables (superior and subordinate relationships, task structure and leadership position strength) on the dependent variable (organizational performance) [31].

RESULT AND DISCUSSION

The elaboration of the research results by performing linear regression analysis between the dependent variable, namely development and estimates (constant) in the form of position, relationship and structure, is shown in the table below.

Table 1. Linear Regression Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9635.464	3	3211.821	113.169	.000 ^b
	Residual	4143.576	146	28.381		
	Total	13779.040	149			

a. Dependent Variable: Pengebangan

b. Predictors: (Constant), Posisi, Hubungan, Strukur

Source: *processed*, 2021

This study analyzed data sourced from 150 respondents. Effective Leadership Model discusses 3 aspects which include:

1. Relationship between Leaders and Subordinates (X1)
2. Task Structure (X2)
3. Strength of Leadership Position (X3)

Which has an effect on Organizational Development (Y).

Based on the results of research that discusses the influence of these three variables, a significance value of 0.000 is obtained, which is a significance value of less than 0.005. In addition, in measuring the correlation using the Guilford scale, the effect of the three variables simultaneously on the dependent variable gets a value of 0.836, which means it has a high correlation. So in this case it can be concluded that there is a simultaneous (simultaneous) effect between the variables X1, X2 and X3 on Y.

SKALA GUILFORD	
• < 0,20	: TIDAK ADA KORELASI
• 0,20 – 0,40	: KORELASI RENDAH
• 0,41 – 0,70	: KORELASI SEDANG
• 0,71 – 0,90	: KORELASI TINGGI
• 0,91 – 1,00	: KORELASI SANGAT TINGGI
• > 1,00	: KORELASI SEMPURNA

Gambar 1. Skala Guilford

Coefficient of Determination Analysis

Table 2. Analysis of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.699	.693	5.32735

a. Predictors: (Constant), Posisi, Hubungan, Strukur

Source: *processed*, 2021

The value of R Square is (0.699). This means that the three variables have an influence of 69.9% on organizational development. While the rest is influenced by other variables outside of this study.

Partial Effect of Independent Variables on Dependent Variables

Table 3. Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.203	2.430		2.553	.012
	Hubungan	.161	.176	.061	.915	.362
	Strukur	.809	.263	.258	3.081	.002
	Posisi	2.015	.226	.590	8.932	.000

a. Dependent Variable: Pengebangan

Source: *processed*, 2021

Partially, each variable has a different effect on the dependent variable. As written in table 3., the Task Structure variable and the Leadership Position Strength variable have a significant influence. As for the variable of the relationship between leaders and subordinates, it does not have a significant effect. This can be seen from the significance value which gets a value of 0.362 which is greater than the significance value of 0.005.

Based on the data described above, it can be concluded that:

1. Simultaneously, the three variables have a significant influence on (Y), which means that the organization can develop if the leader applies a leadership model that includes Leader-Subordinate Relations, Task Structure and Leadership Position Strength simultaneously (simultaneously).
2. Leader-Subordinate Relationship Variable partially, does not have a significant effect. While the other two variables have a significant effect.

Looking at the results of the research above with the development of research on leadership theory, it shows a significant influence on (Y), which means the organization can develop well if the leader applies a leadership model that includes Leader-Subordinate Relations, Task Structure and Leadership

Position Strength simultaneously (simultaneously). However, the leadership-subordinate relationship variable partially does not have a significant effect, while the other two variables (Task Structure and Leadership Position Strength) have a significant influence.

CONCLUSION

Leadership Model Theory that takes the situational aspect is a distinct advantage for an organization that has a desire to analyze the development of its organization which is influenced by the effectiveness of its leadership. In this study it was found that based on Fiedler's theory, three things were identified and influenced the effectiveness of a leadership, namely (1) leader-subordinate relationship, (2) organizational structure, and (3) the strength of the leadership position affects the leadership model. significant to organizational development if done simultaneously. However, partially it was found that the aspect of the leader-subordinate relationship had no significant effect..

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