

Analysis of Leadership Style in Improving the Performance of Student Organizations, Faculty of Economics and Business, Wahid Hasyim University, Semarang

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Abstract. This study aims to analyze the influence of leadership style on the performance of student organizations at the Faculty of Economics and Business, Wahid Hasyim University, Semarang. The method used is a survey with a questionnaire distributed to members of student organizations. And the research is qualitative, the selection of samples is usually purposive, that is, selecting respondents who are considered to have relevant experience or knowledge of the research topic. In-depth interviews are often used to explore the views, thoughts, and feelings of respondents in more detail. The results of the analysis show that democratic and transformational leadership styles contribute significantly to improving organizational performance. Leaders who are able to motivate and empower their members tend to create a more productive work environment. In addition, this study identifies the challenges faced in the implementation of effective leadership styles. These findings are expected to provide recommendations for leadership development in student organizations, as well as increase organizational effectiveness in achieving common goals.

Keywords : Leadership Style; Student Organization; Organizational Performance

INTRODUCTION

Leadership is an important element in the success of an organization, including in the context of student organizations in the academic environment. The Faculty of Economics and Business at Wahid Hasyim University Semarang has various student organizations that are active in carrying out programs and activities that aim to improve the competence and insight of its members. As part of human resource development, student organizations need effective leadership to direct and motivate members in achieving organizational goals. The leadership style applied in this student organization can be a determining factor in the success of the work program and the satisfaction of the organization's members.

Various leadership styles have been studied in the literature, including transformational, transactional, and democratic styles, each of which has different characteristics and influences on organizational performance. Transformational styles, for example, are often associated with the ability to inspire members through a clear vision and ambitious long-term goals. (M.Ag *et al.*, 2024, p. 42) On the other hand, the transactional style focuses more on the exchange relationship between the leader and the member, which is based on rewards and punishments according to the individual's performance. The democratic style, on the other hand, tends to involve members in decision-making and create an inclusive atmosphere within the organization.

The performance of the student organization of the Faculty of Economics and Business at Wahid Hasyim University is greatly influenced by the leadership carried out. A

leader who is able to understand the needs and characteristics of his members will be better able to create a conducive work atmosphere and support the achievement of common goals. Therefore, it is important to analyze the leadership styles applied in these student organizations and see how they affect the overall performance of the organization. Through this analysis, it is hoped that the most effective leadership style to be applied in the context of student organizations can be found.

This study uses the *Corporate Financial Performance* (CFP) as an approach to evaluate the performance of student organizations. Although the CFP method is generally applied to evaluate a company's financial performance, it can be adapted to analyze the performance of non-profit organizations such as student organizations. (M.Si, no date, p. 34) In this study, CFP will be used to identify indicators of student organizational success which include the effectiveness of achieving goals, efficiency of budget management, and satisfaction and involvement of organizational members.

This method is considered appropriate because it provides a systematic framework for analyzing various aspects of organizational performance holistically. By reviewing the performance of student organizations through the perspective of CFP, this study is expected to provide a deeper understanding of the contribution of leadership style to the effectiveness of student organizations. (dkk, 2024, p. 89) In addition, this approach can also help in evaluating the extent to which existing leadership has met members' expectations and achieved organizational goals.

Based on this background, this study aims to explore the most appropriate leadership style in improving the performance of the student organization of the Faculty of Economics and Business at Wahid Hasyim University Semarang. The findings of this study are expected to provide practical recommendations for student organization leaders in choosing and developing effective leadership styles. Thus, student organizations can be better in achieving their vision and mission, as well as providing optimal benefits for their members.

METHOD

Qualitative research methods are approaches used to understand social phenomena or human behavior through descriptive and in-depth data collection. This approach typically uses techniques such as in-depth interviews, participatory observations, and document analysis to gain a comprehensive understanding of the perspectives, experiences, and meanings provided by individuals to a particular situation. Qualitative research does not focus on measuring numbers, but rather on the exploration and interpretation of subjective data. (AK, Saifullah and ZA, 2015, p. 72)

In qualitative research, sample selection is usually purposive, that is, selecting respondents who are considered to have relevant experience or knowledge to the research topic. In-depth interviews are often used to dig into the respondent's views, thoughts, and feelings in more detail. (Djaali et.al 2021) Another common technique is observation, in which researchers observe and record interactions or behaviors in a natural context without intervention, so that they can understand the context more realistically. Qualitative data analysis is generally carried out through a coding process, which is grouping data into specific themes or categories to find significant patterns or relationships.

The advantage of qualitative research methods is their ability to generate rich and in-depth data, which allows researchers to gain a deeper understanding of social contexts and human interactions. However, this method also has limitations, such as limitations in generalizing results and the potential for researcher bias. Nonetheless, qualitative research

remains an effective option for studies aimed at understanding the complexity of social phenomena or subjective aspects of the human experience.

RESULT AND DISCUSSION

This study aims to analyze how leadership style can improve the performance of student organizations of the Faculty of Economics and Business at Wahid Hasyim University Semarang, using the *Corporate Financial Performance* (CFP). (Wijono, 2018, p. 111) The CFP method is usually used to evaluate the financial performance of a company, but in the context of this research, the concept is adapted to evaluate the performance of student organizations with an emphasis on organizational effectiveness and efficiency.

Student organizations in academic settings are often faced with leadership challenges that can affect performance and productivity. In the Faculty of Economics and Business, student organizations are a forum for developing competencies and leadership skills, while several organizations of the Faculty of Economics and Business consist of BEM, DPM, HMJ Management, HMJ Accounting and HMJ Eksis. The CFP method was chosen because it offers a structured approach to analyze performance aspects related to results, both in terms of effectiveness in achieving goals and efficiency in resource management.

The transformational leadership style was identified as the most dominant style among the student organizations of the Faculty of Economics and Business. Leaders with this style tend to encourage members to think innovatively and contribute to organizational goals proactively. In this study, it was found that transformational leadership style has a significant effect on organizational performance, especially in the aspects of achieving work program goals and member participation. (M.Kes *et al.*, 2023, p. 72)

Transactional leadership styles are also found in some student organizations, which tend to emphasize reward and punishment systems. This style focuses on members' adherence to established rules and efficient use of resources. The results show that the transactional style is effective in achieving short-term operational targets, but less successful in building emotional bonds between leaders and members. (Hidayaturokhman and Kusumawati, 2020)

A democratic leadership style allows for active participation of members in the decision-making process. This style was found to have a positive impact on building engagement and a sense of belonging to members, although in some cases decision-making efficiency was lower. Using CFP, it was found that the Democratic leadership contributes to the achievement of inclusive performance, although it is not always time-efficient. (Suwastati & Mesiono *et.al* 2024)

Although CFP was originally a method that focused on financial aspects, in this study the method was adapted to analyze the non-financial performance of student organizations. It includes indicators such as work program productivity, member satisfaction, and the success of achieving the organization's strategic goals. (M.Pd, 2022, p. 24) Thus, the CFP assists in evaluating critical aspects that contribute to the success of student organizations from a more holistic perspective.

Leadership style and organizational performance indicators are measurement tools used to assess the effectiveness of leadership and the success of the organization in achieving goals. The following are some common indicators for each leadership style and organizational performance.

Table 1.1 Leadership Style and Organizational Performance Indicators

It	Leadership Style	Organizational Performance
1.	The ability of leaders to convey vision, goals, and information clearly and effectively, as well as openness in listening to input from members.	The level of the organization's ability to utilize resources, such as time, effort, and cost to achieve optimal results.
2.	How inclusive or authoritative the leader is in making decisions, including in engaging team members and considering feedback.	The extent to which the organization's goals are achieved in terms of output or work results in accordance with the target.
3.	The ability of leaders to divide tasks according to members' expertise, give autonomy, and trust to the team.	The level of happiness and satisfaction of the members of the organization can affect their loyalty and motivation.
4.	The leader's ability to adapt to changes and new situations, including flexibility in a need-based leadership style.	The level of the organization's ability to create new solutions, innovative ideas, and update products or services.
5.	The level of the leader's ability to raise team morale to exceed expectations and build deep relationships.	The ability of the organization to survive and respond quickly and effectively in crisis or pressure situations.

In this case, these two indicators are often interconnected because an effective leadership style can support optimal organizational performance, while good organizational performance can strengthen the effectiveness of the applied leadership style.

Here are some opinions about the leadership style at the Faculty of Economics and Business, Wahid Hasyim University, according to the chairman of DPM FEB stated, "I use a democratic leadership style to create harmonious relationships and better decisions. Evaluations are carried out through direct communication, both in person and in monthly meetings, in order to understand the strengths and weaknesses of members. The challenges faced are the slow decision-making process and the potential for conflict when there are differences of opinion. The success of an organization depends on human resources who understand their duties and functions well. I value different perspectives before making decisions, often moderating in meetings to understand the mindset of members. Feedback shows members feel valued and more innovative. My hope is that this style creates a positive culture and supports long-term success."

Meanwhile, according to the chairman of BEM FEB stated that "I use a democratic leadership approach to build harmonious relationships and facilitate communication in the team. In evaluating performance, I rely on direct communication, both in person and in monthly meetings, which helps to understand the strengths and weaknesses of members. The main challenges faced are the slowdown in the decision-making process and the potential for conflict due to dissent. The success of an organization depends on the quality of human resources who understand its tasks. I involve members in decision-making, respect their perspectives, and act as a moderator to delve into their mindset. Feedback shows that members feel valued and have opportunities to grow. By creating a comfortable environment, members are motivated to actively participate. I hope that this approach builds a positive culture at Unwahas and supports the sustainability of the organization."

According to the vice chairman of DPM FEB stated that "I apply the motto Ki Hajar Dewantara, "*Ing ngarsa sung tuladha, ing madya mangun karsa, tut wuri handayani*," to lead

by example, build enthusiasm, and support from behind. I apply this style by evaluating member performance through direct feedback, satisfaction surveys, and member involvement in activities. My main challenge is to maintain consistency in being a role model, build morale, and provide balanced support without overdoing it. The success of an organization is measured through the achievement of targets, the quality of members, stakeholder satisfaction, and organizational stability. I involve members in decision-making through discussions and receive their input. Feedback shows the hard work and motivation of the members. I encourage members to dare to try and reward their achievements. My hope is that the team remains consistent and has a positive impact, and the next leader is able to lead the team to greater success."

The Chairman of HMJ Management also gave a statement that "I apply a democratic leadership style to build harmonious relationships and produce optimal decisions in the team. Performance evaluations are conducted through direct communication, both in person and in monthly meetings, which helps me understand the strengths and weaknesses of members. Challenges that were often faced included slow decision-making, potential conflicts, and a lack of respect for my position as chairman. I believe the success of an organization depends on the quality of human resources who understand their duties. By involving members in decision-making through deliberation, I can understand their mindset. Feedback shows that members feel valued and have opportunities to grow, which encourages creativity and collaboration. I create a comfortable atmosphere, but remain firm if necessary, so that members can participate more actively. My hope is that this style creates a positive and sustainable organizational culture."

From the above statements, it can be concluded that the leadership style applied in student organizations has a significant impact on performance. The transformational style shows the best results in terms of member participation and achievement of work program goals, while the transactional style is more effective in budget management. The democratic style, although it takes longer in decision-making, contributes to a high sense of belonging and member satisfaction.

It is recommended for student organization leaders to adapt their leadership style according to the needs of the organization. Leaders can consider a combination of leadership styles to achieve optimal results, for example by applying a transactional style in budget management and a transformational style to motivate members. Additionally, it is important to conduct regular evaluations to ensure that the leadership style applied can improve the overall performance of the organization.

CONCLUSION

An analysis of leadership styles in improving the organizational performance of students of the Faculty of Economics and Business at Wahid Hasyim University Semarang shows that the leadership style applied by organizational leaders has a significant influence on the productivity of work programs, member satisfaction, and the success of achieving strategic goals. Leaders who apply a transformational style are able to inspire and motivate members, thereby creating an environment conducive to innovation and active participation. This style has proven to be effective in achieving ambitious programs that benefit members.

In addition, transactional leadership styles also play an important role in improving organizational performance by establishing clear rewards and sanctions. With the reward system, members feel rewarded for their contributions, which has a positive impact on the

efficiency of budget use and the achievement of operational targets. However, this success cannot be separated from the role of a democratic leadership style that encourages the involvement of members in the decision-making process, so that they feel owned and involved in every activity carried out.

In the context of member satisfaction, this study found that an inclusive leadership style and listening to members' input can increase a sense of satisfaction and loyalty to the organization. High member satisfaction has an effect on the desire to participate in organizational activities, which in turn will increase the productivity and effectiveness of work programs. This shows the importance of a leadership approach that focuses on the needs of members to achieve common goals.

Overall, this study confirms that effective leadership style has a great influence on the performance of student organizations at the Faculty of Economics and Business, Wahid Hasyim University, Semarang. The wise application of various leadership styles can create positive synergy in the organization, increase work program productivity, member satisfaction, and successful achievement of strategic goals. Therefore, it is important for organizational leaders to continuously develop their leadership skills in order to be able to adapt to the needs of members and the challenges faced in achieving organizational goals.

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