

The correlation of leadership styles toward sports federation performance

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Abstract

The achievement of organizational goals shows the performance of effective sports organizations, where the strategies taken by leaders in running the organization have a role. This quantitative study uses a cross-sectional survey approach to collect data in a month to understand the relationship between leadership style and sports federation performance. Due to time constraints, the population of this study was only focused on members of the 46 elite sports federations in Central Java Province. Using purposive sampling as a sampling technique and obtained 127 respondents. Using the Guttman scale, the respondent filled out the questionnaire related to the humanistic, transformational, participatory, servant, and organizational performance leadership styles. Based on the results of data analysis, it was found that the four leadership styles have a positive relationship where if the leadership style is often used in organizational management, organizational performance will also increase as the servant leadership style is the highest correlation level among others though it is not the most widely used leadership style by elite sport federation leaders in Central Java Province. The servant leadership style is only used by 96.61% of sport federation leaders, but 98.95% of leaders use the participative or democratic style.

Keywords: sport management, leadership style, organizational performance, sport federation.

INTRODUCTION

As social beings, humans have the ability to develop social relationships that are created because of a common goal. The more specific the goals to be achieved, humans will begin to form an association known as the organization. Indonesia has various sports organizations, and some sports organizations are part of public sector organizations, such as the Department of Youth and Sports. Still, some are divided according to the Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 21 of 2007 concerning the Guidance and Development of Outstanding Achievement Sports Branches, namely the Sports Committee The Indonesian National Team (KONI), which oversees elite sports and the Indonesian Community Recreational Sports Committee (KORMI) which manages sport for all. In addition to the aforementioned sports organizations, Article 1 of Law No. 11 of 2022 concerning Sports mentions the existence of a sports federation which is

part of a sports organization with the function of developing and coordinating each sport.

Unfortunately, every organization that runs must have problems to deal with, including sports organizations. This problem arises because of a feeling of dissatisfaction in its management, but this can be improved by increasing satisfaction with organizational performance, one of which is through the organization's ability to achieve organizational goals through the role of its leader (Kurniawan, 2013; Ainanur et al., 2018; Darmawan, 2019). Performance is the output of an organization that has carried out its work program within a certain period, or it can also be said to be the organization's achievement (Pandya & R. K. Srivastava, 2017; Ariani & Widodo, 2020).

The achievement of organizational goals shows the performance of effective sports organizations, where the strategies taken by leaders in running the organization have a role in it (Parent et al., 2018; Alhawamdeh & Alsmairat, 2019; Jufrizen et al., 2021). The role of these leaders is inseparable from the leadership style they use to manage the organization, and this is in line with previous research, which showed that the leadership style in providing motivational encouragement and organizational member performance made a difference in the quality of organizational performance (Danışman et al., 2015; Madanchian et al., 2016; Abbas et al., 2020). Leadership style also acts as a lens that shapes an organization and how one sees them. It plays an important role in these organizations' work and how they communicate with the public. A good leadership style will improve the organization's ability to communicate, improve the organization's ability to meet the needs of others, and establish productive relationships.

Several leadership styles are widely used, namely transformational leadership style, servant leadership style, democratic or participative leadership style, and humanistic. Every leadership style has its positive and negative sides, so it is impossible for a leader only to use one leadership style. However, studies that discuss the relationship between

each leadership style and sports federation performance have never been discussed before, so this research shows the extent to which leadership style has a relationship with sports federation performance. Through this research, it is hoped that it can be input for sports federations in selecting leaders according to the characteristics of a suitable leadership style to be applied so that organizational performance will also increase.

METHOD

This study uses a quantitative research design using a cross-sectional survey approach whose research design is to find out the correlation between independent and dependent variables where data collection is carried out simultaneously (point time approach). Data collection was carried out for one month, with the population only focused on members of the sports federation in Central Java, namely 46 elite sports federations. All the elite sports federations chosen have been done re-election of their leader in a couple of years, so all the staff already felt the impact of their leader. Central Java Province was also chosen because they have always been in the fourth position at the National Sports Week (PON) and have yet to experience a decline in achievement to be in sixth place at the 2021 PON in Papua.

Using purposive sampling is a sampling technique with criteria consisting of 1) filling out a willingness sheet to become a respondent, 2) being active as a member of a sports federation, and 3) not serving as chairman. From the sampling technique, researchers obtained 127 respondents. The respondent filled out the questionnaire that was distributed using google Forms because it is still in a pandemic by answering statements related to a humanistic, transformational, participatory, servant, and organizational performance leadership styles using the Guttman scale. To determine the correlation between each leadership style and organizational performance, the data were analyzed using Spearman Rho with the help of IBM SPSS 26 version, and the results were interpreted according to the following norms.

Table 1. Spearman Rho's interpretation norm

Interval	Correlation Level
0.00 – 0.199	Weakest
0.20 – 0.399	Weak
0.40 – 0.599	Normal
0.60 – 0.799	Strong
0.80 – 1.000	Strongest

As supporting material, this study also finds out which leadership style is most often used by sports federations. To find out, the data is processed using Microsoft Excel, and the results of the data processing are displayed with a percentage model.

RESULT

After data was collected, data was analyzed using spearman rank, and based on the results of data analysis, it was found that the four leadership styles have a positive relationship where if the leadership style is often used in organizational management, organizational performance will also increase. However, there are some differences in the correlation level of each leadership style, as shown in the table below.

Table 2. Result of correlation analysis on leadership styles and sports federation performance

		Participative Style	Transformational Style	Humanistic Style	Servant Style
Sport Federation Performance	Correlation Coefficient	.195	.248	.308	.440
	Sig. (2-tailed)	.028	.005	.000	.000
	N	127	127	127	127

Table 2 shows that participative or democratic leadership styles have a positive relationship with a very weak correlation, which is at 0.199 points. At the same time, the highest level of correlation among the existing leadership styles is the servant leadership style. This leadership style has a positive relationship with the normal correlation level at point 0.44. Unfortunately, the servant leadership style is not the most widely used leadership style by sport federation leaders in Central Java, as shown in Table 3. The servant leadership style is only used by 96.61% of sport federation leaders, and 98.95% of leaders use the participative style.

Table 3. The leadership styles commonly used

Leadership Styles	Percentage
Participative Style	98.95%

Humanistic Style	97.29%
Transformational Style	97.20%
Servant Style	96.61%

DISCUSSION

When viewed from the results that have been described, it can be seen that the servant leadership style has the highest correlation level compared to other leadership styles. Although servant leadership is the least commonly used in sports organizations. This is because the servant leadership style has a focus on improving the quality of leadership services to members of the organization, customers, and the community, as has been described in previous research where leaders with this leadership style have the sincerity always to serve the organization and all things related to it (Cahyani et al., 2021). In line with this, other research also stated that leaders with servant leadership style always focus on developing the welfare of the organization and its members, including other stakeholders involved (Liden et al., 2014). In another study, the servant leadership style has a more significant positive impact on the ability of members to adapt to the organizational environment and has an impact on increasing their performance (Hoch et al., 2018; Kaya & Karatepe, 2020).

According to Farida et al. (2020) and mention in research by Coetzer et al. (2017), the servant leadership style has several criteria that can be seen when a leader works, including the leader, will focus more on empowering and developing organizational members. It has to do with how to put the right people in the right positions. Through that act, servant leaders can make their member gets higher intrinsic motivation, are more task-oriented, more satisfied, performed better on a mental skills assessment, and perceive performance to be better than member by nonservant leaders (Robinson et al., 2018). That statement is also supported by previous research by Ooksang and Sungduck (2014) on student-athlete in Seoul, South Korea, they found that servant leadership by elite sports coaches positively influenced student-athletes immersion in the sport and athletic achievement.

That could happen when leaders focus on listening to the opinions of their members about the position occupied and what needs to be prepared to make them work better (van Dierendonck et al., 2014). In addition, by using the servant leadership style, the leader has the character to provide good direction and provide examples of how to carry out his work well. Later, organizational members will have more trust in their leaders because they are considered capable of providing solutions to problems by providing direction and not just giving orders (Ling et al., 2017).

Leaders with servant leadership style never mention what good things he has done for the organization and its members. This leader is always humble and feels that the organization's success occurs due to the quality of members in running the organization (Eva et al., 2019). However, if something goes wrong, the leader will be the first to confront it and be able to admit his mistake. Through this servant leadership style, leaders also trust members to get the job done in their way (Hoch et al., 2018). Members do not need to be fixated on how the leader works, but they can be creative to complete the work. During the completion of their work, members always communicate with the leadership.

However, this study only discusses the relationship between leadership style and sports federation performance in Central Java, so it will be very interesting when this research can be developed to find out how it relates to the performance of other sports organizations and at a higher level or at the national level.

CONCLUSION

From the various explanations presented, the servant leadership style correlates the highest with sports federation performance compared to other leadership styles. However, the sports federation leaders in Central Java mostly use other leadership styles, and even the servant leadership style is the least commonly used, as shown in Table 3.

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