

Identification of Leadership Style in Sport Organizations

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Abstract. Sports organizations cannot be separated from various problems such as corruption. This causes dissatisfaction with the management of sports organizations, even though job satisfaction is an important factor that must be created in improving organizational performance, where leaders played a role. Good organizational performance is an embodiment in achieving organizational goals. If organizational goals can be achieved, then an organization is said to be effective. The effectiveness of an organization in carrying out its duties is influenced by several factors, including political conditions, physical and mental health, finances, education level, internal and external relations, including leadership style. Looking at the sentence, it can be seen that leaders have an important role in realizing good organizational performance. The role of the leader is influenced by his leadership style. This was also conveyed in several previous studies which stated that leaders have the ability to motivate and encourage the performance of organizational members by using an effective leadership style. Through this quantitative research, it is expected to identify the leadership style that is most widely used by organizational leaders in sports, especially in Central Java, which was chosen because the pattern of sports coaching focuses on priority sports. Using a survey method that has indicators of leadership styles that often appear in sports organizations such as humanistic, transformational, participatory, and service leadership styles, this questionnaire was distributed to respondents who were selected using a purposive sampling technique. The results showed that 98.07% respondents feel their leaders are mostly using Humanistic Leadership Style. This style is focusing on communication and openness.

Keywords: sport management, sport organization, leadership style, central java

1 Introduction

Humans are creatures that developed communication during their evolutionary journey. Communication in its development is strongly influenced by the early culture and social attitudes possessed by humans. Social relationships that begin with the goal of survival, become more complex over time. According to Fay in [1], social relations have an increasingly specific goal of making individuals gather according to their goals to form something that will later be known as an organization.

Organizations in sports themselves consist of achievement sports organizations and recreational sports organizations. In accordance with the Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 21 of 2017 concerning the Guidance and Development of

Regional Leading Achievement Sports Branches (2017), official achievement sports organizations located in the regions, provinces and nationalities in Indonesia are under the auspices of the Sports Committee Indonesian National Committee (KONI), while recreational sports organizations are under the auspices of the Indonesian Community Recreational Sports Committee (KORMI) [2]. If we look at the statement, the parent sports organization is an inseparable part of the sports organization where it is in charge of fostering, developing, and coordinating sports. This is in accordance with Article 1 of Law no. 11 of 2022 concerning Sports (2022) [3]. Also added by Mr. Dr. Tommy Soenyoto, S.Pd., M.Pd., as the Daily Chair of the Central Java Indonesian Gymnastics Association (PERSANI) Central Java, who was interviewed on March 30, 2022, stated that the main sports branch organization should be a center for sports development so that later it can emerge. love for the sport, not only from the coaches and athletes, but also from other administrators, and this is influenced by the leadership role.

However, sports organizations cannot be separated from various problems such as corruption, collusion and nepotism [4]. This is due to the emergence of dissatisfaction with the management of sports organizations, even though job satisfaction is an important factor that must be created in improving organizational performance, where leaders have a role in it [5].

Good organizational performance can be said as an embodiment in achieving organizational goals [6]. If organizational goals can be achieved, then an organization is said to be effective [7]. The effectiveness of an organization in carrying out its duties is influenced by several factors, including political conditions, physical health, mental health, finances, education level, internal relations, external relations and leadership style are factors that act in influencing the achievement of an organization's goals [8]. In addition, organizational performance is also influenced by the decision-making strategies made by leaders [9].

Looking at the sentence, it can be seen that leaders have an important role in realizing good organizational performance. The role of the leader is influenced by his leadership style. This was also conveyed in several previous studies which stated that leaders have the ability to motivate and encourage the performance of organizational members by using an effective leadership style [10]. However, research relating to the relationship between leadership style and sports organizational performance has not been widely discussed. Therefore, this study was made to determine the leadership style that is most widely used by the main leadership of sports organizations in Central Java.

2 Literature Review

In sports, leadership is not a new thing discussed in various articles, the term has been widely discussed since the early 1970s [11]. However, from various existing studies, the notion of a leader himself cannot be directly translated, there are some researchers who state that a leader is someone who has the ability to influence others, while in another sense, a leader can also be said to be someone who is responsible for realizing organizational goals and ensure that all members work towards those goals [12], [13] conclude and divide the definition of a leader as follows:

- 1) A leader is a person who has the ability to influence
- 2) The leader is a person who is able to create a deal
- 3) A leader is a person who is able to be an example in action
- 4) The leader is a figure who becomes a bridge between powers
- 5) The leader is a person who is able to bring the organization to achieve its goals
- 6) The leader is a figure who plays a role in dividing tasks among its members.

There are several leadership styles that are widely used in organizational management, including:

1) Transformational leadership style

This leadership style provides opportunities for leaders to influence their members through an intellectual approach, including the leader's ability to make changes to the organization. This happens because this leadership style prioritizes the development of human resources which will later be useful for organizational change [14]. In practice, this leadership style has the ability to change the perspective of its members in dealing with problems by helping them find new innovations [15]. Therefore, leaders who have this leadership style have the following characteristics:

- A. Charismatic. These characteristics are needed so that a leader can influence his members to work and behave in accordance with the wishes of the leader. One way that can be done is to provide confidence and calm pride in the organization.
- B. Intellectual Stimulation. These characteristics will make a leader have the ability to direct and open the horizons of his members to continue to innovate at work.
- C. Individual attention. These characteristics are needed so that the leader has sensitivity to the situation and also the condition of its members so that members can feel the presence of a leader not only as a boss but also as a co-worker.

2) Servant Leadership Style

This leadership style focuses on the leader's ability to serve the community and stakeholders as its main priority. By having this leadership style, leaders have the sensitivity to understand the needs and serve the community so that they feel satisfied with the organization's performance [16]. This leadership style has several indicators that show leaders who have a soul to serve the community [17], such as:

- A. Strive to empower and assist the development of members of the organization.
- B. Always provide direction and direction for the organization's goals to its members so that they can work optimally in meeting the needs of the community.
- C. Not thirsting for respect and never bringing up the goodness that has been given to employees are authentic characteristics of leaders with this leadership style.
- D. Giving trust to its members in serving the community. This is part of the stewardship of the servant leadership style.

3) Participative Leadership Style

Having a participatory leadership style, makes leaders provide space for their members to play a role in decision making [18] so that leaders will prioritize deliberation in solving problems [19].

4) Humanistic Leadership Style

This leadership style is one of the newly developed leadership styles in several studies, they develop the main points that become strengths in this leadership style, namely [15]:

- A. Leaders will prioritize the relationship between administrators and leaders with administrators.
- B. Leaders have the view that a good organization is influenced by the relationship between human beings, the moral quality of the administrators, including work efficiency.
- C. Leaders have the principle that leaders must be able to understand their members so that they can maximize performance through social and psychological encouragement.
- D. Leaders understand that the quality of organizational performance is influenced by complex emotional relationships between managers.
- E. Leaders must be able to pay attention to members who have worked hard in realizing organizational goals.
- F. Leaders must have the concept of humans as social beings who will improve the quality of their performance when they get colleagues who are able to maximize their abilities, so finding the right people and putting them in the right position is an obligation.

3 Methods

With quantitative research methods, this study was made using numerical data and statistics to investigate the relationship of a cause and effect of social phenomena. Based on what is written above, this study was made to determine the most dominant leadership style in sports federations in Central Java. The population in this study were the administrators of 46 main sports branch organizations incorporated in KONI Central Java and 27 main sports branch organizations incorporated in KORMI Central Java. By using purposive sampling, the authors will determine the criteria, both inclusion criteria and exclusion criteria. The inclusion criteria used consisted of 1) Willing to be a respondent, 2) Active management of a sports federation, 3) Not serving as chairman of the organization. The number of respondents who became the sample in this study were 26 people. Respondents filled out a questionnaire consisting of statements that lead to four leadership styles, including the humanistic leadership style, transformational leadership style, participatory leadership style, and servant leadership style. After the data is obtained, the data is analyzed using Microsoft Excel with the results in the form of percentages.

4 Data collection

The researcher carried out data collection by distributing a google form containing statements made according to the grid listed above. Respondents who will fill out the questionnaire are sports federation administrators who have filled out a willingness form to become a respondent. Due to limited manpower, time, and cost, not all respondents were accompanied directly by the

researcher. However, the researcher includes a contact person who can be contacted if experiencing problems.

5 Results and discussion

The respondents in this study were members of the sports federation in Central Java Province. The number of respondents who became the sample in this study were 26 people. Respondents were then classified based on age, gender, education level, and years of service. The classification carried out on respondents based on the characteristics that have been mentioned aims to provide details about respondents as objects of research.

Table 1. Respondents Characteristics Based on Age

Age	Respondents
<30 years old	3
30-40 years old	16
41-50 years old	3
>50 years old	4

The age characteristics of the respondents in this study were dominated by respondents aged 30 to 40 years, totaling 16 people. Then the second largest age range of respondents is respondents aged 41 to 50 years with a total of 4 respondents. The next highest age range is from respondents aged under 30 years amounting to 3 people, similar to the age range over 50 years which amounted to 3 people out of a total number of respondents as many as 26 people.

If viewed by gender, it can be seen that the answers to the questionnaire given by the respondents are as listed in the following diagram:

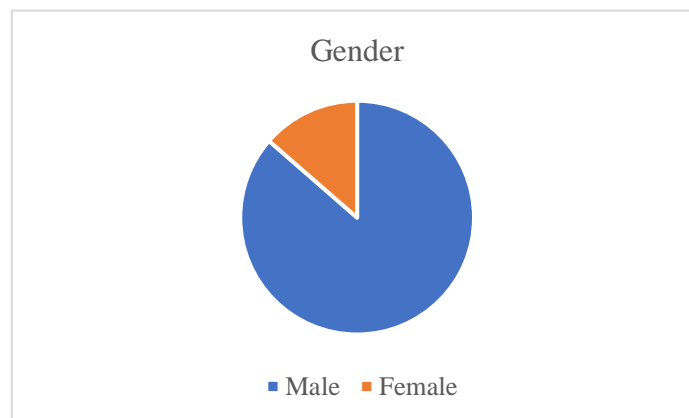


Figure 1. Respondents Characteristics Based on Gender

The next respondent's characteristics are based on the educational background completed by the respondents. The following diagram contains information about the educational background of the respondents:

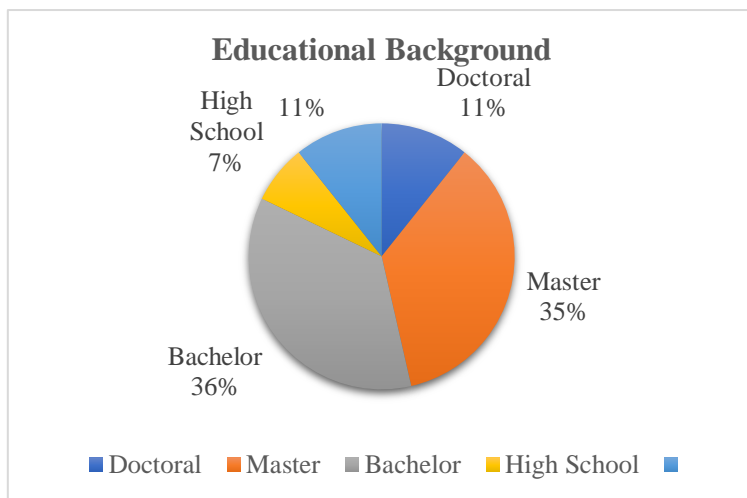


Figure 2. Respondents Characteristics Based on Educational Background

The characteristics of the last respondent are classified based on the length of service that has been taken by the respondent. The following are the characteristics of respondents based on length of work:

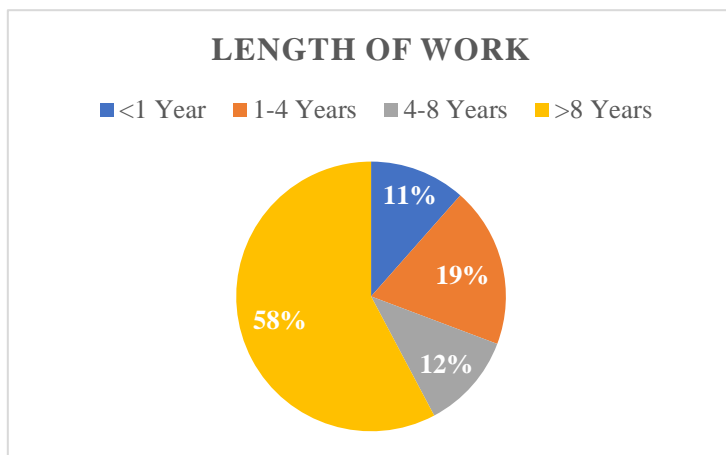


Figure 3. Respondents Characteristics Based on Length of Work

From the results of data processing, it can be seen that the highest average percentage of the dimensions of leadership style applied by leaders in sports federations in Central Java are as follows:

Table 2. Most Dominant Leadership Style in Central Java Sports Federations

Rank	Leadership Styles	Percentage
1	Humanistic	98,07 %
2	Transformational	97,86 %
3	Servant	97,50 %
4	Participatif	97,43 %

As can be seen from the results of data analysis, it can be seen that the humanistic leadership style is the leadership style most often used by sports federation leaders in Central Java. This is because humanistic leadership is able to support and enhance the role of organizational management so that they can work optimally. This statement is in line with previous research by [20] which stated that humanist leadership can improve the role of the board by encouraging each other and maintaining openness so that all parties can support each other.

In addition, administrators who have leaders with a humanistic leadership style have a tendency to be able to communicate better with their leaders, both about what problems are being faced by the organization to the needs of the administrators in managing the organization [21]. Say that this can happen when leaders with this humanist type always position themselves as colleagues and not only as leaders and employees [22]. Later, the communication built by the leadership with various parties including employees and stakeholders will be able to improve the quality of transparency and honesty in managing the organization [23].

Humanist leadership can also increase employee confidence in the quality of organizational leadership so that they will be able to develop a good quality democratic process. This trust can arise as a result of increasing the quality of communication so that when the leader will be elected, the members already understand where the work direction and work pattern is desired by the leader and in the end will minimize errors in decision making [24]. With the increase in the democratic process, where all members in the organization are always involved in the decision-making process, it will affect the quality and comfort of working [25].

This leadership style also has a function as a counterweight so that leaders can involve all parties in the organization when making decisions and running the organization [26]. If this condition is maintained, then the organization can run without discrimination and increase the concern of fellow members because the leader can become a protective figure who is able to embrace all parties [24]. On the other hand, administrators are also more open when they need an increase in welfare after they fulfill the responsibilities that have been given [27]. With this increase in welfare, the performance quality of sports organizations is also getting better and finally sports organizations are able to achieve their goals optimally [28].

6 Conclusion

The conclusion that can be drawn from the results of the data analysis and discussion above is that the humanist leadership style is the most frequently used leadership style by sports federations in Central Java. This leadership style is very suitable to be used to improve the quality of communication and openness between leaders and organizational management. This

is useful for maintaining the quality of trust and is useful as a means to get a leadership figure who is able to protect the entire management of the organization. However, the humanist leadership style alone is not enough, because in the process of managing the organization, many problems will be encountered and require various leadership patterns to be adapted to existing conditions. Therefore, the leader of a sports organization must be able to adjust his leadership style in leading an organization. This research is a preliminary study that requires further analysis of leadership styles that are suitable for improving the quality of management and organizational performance, so further research is needed that discusses more deeply the relationship between leadership styles and management patterns and organizational performance quality.

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