



## The Influence of Leadership Style, Teamwork, and Communication on the Performance of the Management of Bem Feb Utp Surakarta

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### ABSTRACT

leadership has the task of inspiring individuals to achieve organizational goals. The aim of this research is to assess how teamwork, communication and leadership style influence the performance of BEM administrators at the Faculty of Economics and Business, UTP Surakarta. This research uses quantitative methods, descriptive research design, and questionnaires and interviews as data collection methods. The research population was administrators and members of the BEM Faculty of Economics and Business, UTP Surakarta. A purposive respondent sampling strategy was used with a non-probability sampling method in the sampling process. The BEM administrators of the Faculty of Economics and Business, UTP Surakarta for the 2023–2024 academic year were used as the sample for this research. In total there are 25 people, including daily administrators, public relations, PSDM, communications and social departments. Research findings show that collaboration, communication and leadership style all have a significant influence on the performance of BEM administrators at the Faculty of Economics and Business, UTP Surakarta.

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## **INTRODUCTION**

HR plays an important role in a business. Companies need skilled and knowledgeable employees so that management operations can function as efficiently as possible. After that, the company must try to operate as efficiently as possible to improve member performance (Ningrum et al., 2023). An organization is a place where a group of people or individuals can interact, achieve organizational goals, and produce desired results. Member performance is one of the things that must be paid attention to by the organization. When members feel uncomfortable at work, feel underappreciated, or unable to reach their maximum potential, they are naturally unable to focus and give full attention to their tasks (Zandra, 2021). One of the organizations at the Faculty of Economics and Business level at UTP Surakarta is the Student Executive Board (BEM) of the Faculty of Economics and Business. This organization collaborates with many individuals, each of whom has unique ideas because not every member of the organization has the same ideas or philosophy (J. Sari & Fuadati, 2022).

Employee effectiveness and the organization's ability to adapt to changes in the external environment are greatly influenced by leadership. All employee efforts to achieve goals need to be directed by effective leadership (Widodo et al., 2022). On the other hand, leadership in an organization creates a bond between the leader and his followers and is a means of member development. This means that the job of a leader in an organization is to do whatever it takes to give other people the freedom to do their work with great care and attention to detail in order to achieve company goals (Arafat, 2022).

Effective collaboration between members of an organization, especially the BEM of the Faculty of Economics and Business, UTP Surakarta, facilitates teamwork, increases individual competence, and provides constructive criticism without causing conflict. (Putri et al., 2023) Because team members can enhance their skills, knowledge, and talents through collaboration, team performance is an important strategy for the smooth operation of an organization. This in turn affects the company's effectiveness and performance (Rosmana & Wahyuningsih, 2023). If all team or group members are committed to the same goal, then good team collaboration will be achieved. Therefore, courage, tenacity and discipline are needed in working together in teams or groups (Lasmi et al., 2022).

The BEM management of the Faculty of Economics and Business, UTP Surakarta, needs to play an efficient communication role so that there are no misunderstandings between members or between sections and the leadership/managers. The act of sharing or channeling information with each other, both inside and outside the organization, is communication itself (Fauzi et al., 2022). Building organizational communication is very important to foster activity and success in an organization. This is achieved by facilitating connection and communication with other people to obtain the necessary information (Hermawan & Adiyani, 2022). Increased mutual understanding and managerial commitment can be fostered through effective communication, which in turn leads to fair terms of reference and shared experiences among

team members. The purpose of communication in an organization is to foster mutual understanding, which leads to an equal frame of reference and shared experiences among its members (Sahria & Siswanto, 2022).

## LITERATURE REVIEW

### Leadership Style

According to (Rizky, 2022) Leadership style is a style that uses energy and joy in completing things to inspire, awaken and transform followers or workers into visionaries and goal achievers. Meanwhile, according to (Prasetyo, 2022) a person's leadership style is a standard of behavior that he applies in an effort to influence other people. A leader must be able to persuade his team members to behave in accordance with the vision, goals and objectives of the organization. The leader's skills and background determine whether or not the company's goals are achieved (Baihaqi & Saifudin, 2021). The best way to increase employee discipline is to use the right leadership style (Novianingsih et al., 2023).

### Teamwork

Many parties have high hopes for the effectiveness of collaboration because they believe that this collaboration can develop and advance the company in the long term. The advantages of productive collaboration include problem-solving skills and accurate decision making (Setyawan et al., 2021). According to (Widyani & Utami, 2021), team collaboration is a way of integrating the work of a group which is supported by various abilities with clear goals, as well as leadership and communication to create better performance than individual performance.(Widodo et al., 2023) Of course, developing the vision and goals of a company requires strong collaboration within the organization (Wijaya et al., 2022). In order for a team to complete a task, cooperation is very necessary. There is a possibility that one team member is incompetent or fails to complete the task, while other team members can complete it. This is what should be understood when someone works as a team, everyone shares the workload and supports each other (Hidayat, 2021).

### Communication

One of the many factors that must be taken into account to achieve hierarchical goals is communication. The act of generating and sharing messages within a network of connections that depend on each other to navigate a turbulent or constantly changing environment is known as organizational communication (Iskandar, 2021). Enjoyment is one of the signs of effective organizational communication, indicating that a positive environment among interacting people is necessary for successful communication (Islami et al., 2021). Once each administrator completes his or her job description, organizational communications flow accordingly. This allows the creation and implementation of different task groups, which are then evaluated and management performance assessed (Yahya et al., 2022). The

capacity of communication to reduce the likelihood of more serious conflict developing is another important function of communication. This is common in professional interactions, where miscommunication often arises due to unclear instructions or tasks (Pramono, 2021).

### Management Performance

Achieving tasks in the organization and the ability to foster a positive work environment so that other members feel comfortable in the organization is the performance of the management concerned (Kartikasari et al., 2021). Performance that meets organizational standards and advances the achievement of organizational goals is called good performance; conversely, performance that does not meet these requirements is called poor performance. Because employee performance and performance appraisal are closely related, a business must carry out employee performance appraisals (Widodo et al., 2022). Good employee performance can help an organization achieve its goals. However, when employees perform ineffectively, namely when they are unable to meet job demands as intended by the organization - organizations will have difficulty achieving (Widiyanto et al., 2022). Based on company goals and priorities, organizational performance can be assessed from various angles, such as effectiveness, productivity, quality, responsiveness, creativity, and efficiency. Organizations can fulfill their vision and goals by consistently improving service quality, operational efficiency, and achieving desired results through effective performance reviews (Fadly et al., 2023).

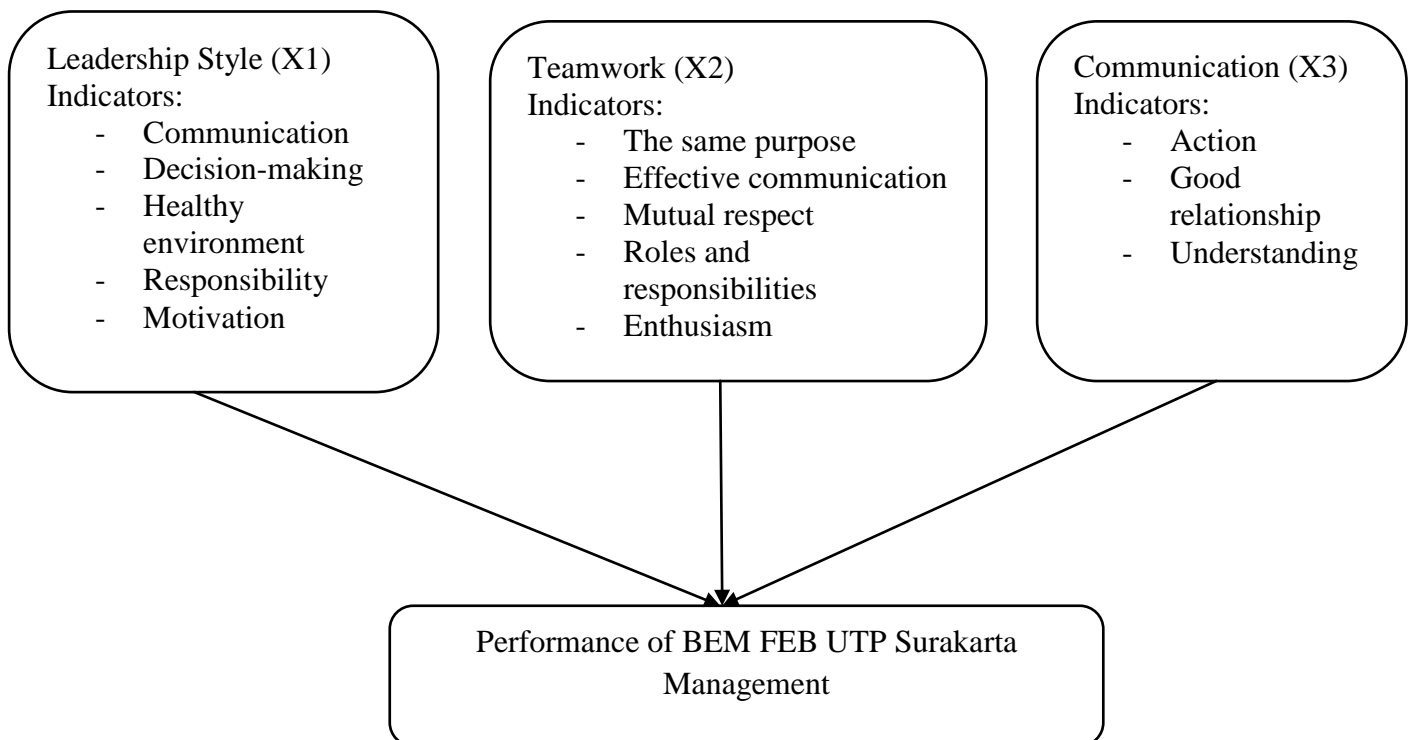


Figure 1. Conceptual Framework

## METHODOLOGY

The type of research approach used is descriptive quantitative analysis approach with data collection techniques using interviews and distributing questionnaires. This research design uses a voluntary online questionnaire. With this method, information is collected through participant observation to identify the essential phenomena that each person brings to their experience. This approach aims to describe the influence of leadership style, teamwork and communication within the BEM Organization of the Faculty of Economics and Business, UTP Surakarta.

The management of BEM UTP Surakarta class 2023–2024, Faculty of Economics and Business, was used as the population and sample for this research. The population of this study was 25 students from the Faculty of Economics and Business, 17 of whom majored in management and 8 majored in accounting. 20 students volunteered to be samples. The NonProbability Sampling approach was used in this research to collect data; According to Sugiyono (2018: 136), non-probability sampling is sampling without giving the entire population the same opportunity in selecting samples (E. N. Sari & Asmike, 2022). Voluntary respondent sampling technique was used to collect the sample. Online questionnaires or surveys that can be accessed from any location are used in the volunteer respondent sampling methodology. In determining the sample, several people were taken who voluntarily filled out the questionnaire that had been distributed.

Primary and secondary data are used in the data analysis methodology of this research. Primary data is information collected directly from respondents, for example through direct interviews and distributing questionnaires. The main information needed is to determine the impact of leadership style, teamwork and communication on the performance of BEM administrators at the Faculty of Economics and Business, UTP Surakarta. Secondary data is information collected by researchers from publications, libraries, archives and study reports. Examples of this type of information include information from local government agencies, demographic data, information on the general condition of the research site including geography, and information from the BEM management of the Faculty of Economics and Business, UTP Surakarta.

## RESULT

### Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Analysis Test Results

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,032	1,580		,653	,523

	X1	-.107	,160	-.119	-.665	,515
	X2	,571	,240	,555	2,382	,030
	X3	,459	,204	,521	2,254	,039
a. Dependent Variable: Y						

Based on this table, it can be seen that the linear regression equation that reflects the relationship between the variables in this research is as follows:

$$Y = 1.032 - 0.107 X1 + 0.571 X2 + 0.459 X3 + e$$

The multiple linear regression equation above shows that:

- The constant value = 1.032 is positive, indicating that the management performance value has increased to 1.032 if the variable values of communication (X3), teamwork (X2), and leadership style (X1) are considered to be absent or equal to 0.
- The Leadership Style regression coefficient value of 0.107 indicates that there is no strong influence between Performance and Leadership Style.
- The Teamwork regression coefficient value (X2) has a positive sign of 0.571, indicating that there is a strong influence between Performance and Teamwork.
- The Communication regression coefficient (X3) has a positive value of 0.459, indicating that there is a strong influence between Performance and Communication.

### F Test

Table 2. F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	334,887	3	111,629	53,057	,000 <sup>b</sup>
	Residual	33,663	16	2,104		
	Total	368,550	19			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

The table shows that the results of the model feasibility test obtained an F-count value of 53.057 with a significance level of 0.000 (< 0.05). This result means that the model used is feasible or appropriate.

### T Test

Table 3. T Test Results

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1,032	1,580		,653	,523
	X1	-.107	,160	-.119	-.665	,515
	X2	,571	,240	,555	2,382	,030
	X3	,459	,204	,521	2,254	,039
a. Dependent Variable: Y						

1. Hypothesis Testing 1

Test the hypothesis of the influence of management performance (Y) on leadership style (X1). The calculated t value of 0.665 is negative and the result is significant  $0.515 < 0.05$ , which means  $H_0$  is accepted and  $H_a$  is rejected based on the results of the calculations that have been carried out. Based on the significance value found, (Y) is not influenced by the variable X1.

2. Hypothesis Testing 2

Test the hypothesis of the influence of management performance (Y) on team collaboration (X2). The calculated t value of 2.382 is positive and the result is significant at  $0.030 < 0.05$ , thus  $H_0$  is rejected and  $H_a$  is accepted based on the results of the calculations that have been carried out. Based on the significance value found, (Y) is influenced by the variable X2.

3. Hypothesis Testing 3

Test the hypothesis of the influence of management performance (Y) on communication (X3). The calculated t value of 2.254 is positive and the result is significant at  $0.039 < 0.05$ , thus  $H_0$  is rejected and  $H_a$  is accepted based on the results of the calculations that have been carried out. Based on the significance value found, (Y) is influenced by the variable X3.

**Determination**

Table 4. Determination Test Results

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,953 <sup>a</sup>	,909	,892	1.45050	1,347
a. Predictors: (Constant), X3, X1, X2					
b. Dependent Variable: Y					

Based on this table, the results of the coefficient of determination test produce a value (Adjusted R square) of 0.892, meaning that 89.2% of management performance is determined by factors related to leadership style, teamwork and communication while the remaining 10.8% is influenced by other variables outside the model studied.

## **DISCUSSION**

### **The Influence of Leadership Style (X1) on Management Performance**

Based on the research results,  $H_0$  was approved while  $H_a$  was rejected because the  $t_{sig}$  value was 0.515. Variable X1 has nothing to do with the performance of the BEM Management of the Faculty of Economics and Business, UTP Surakarta according to the significance value found. It can be concluded that a leader's style may motivate administrators to participate actively in their work. Members are more likely to perform well at work when a leader gives them encouragement, listens to their goals, and creates feelings of family and friendship. Together with other team members, achieving the same goal is one of the goals of leadership. In other words, the ability of team leadership to organize and coordinate all team members towards a common goal is very important.

### **Teamwork on Performance**

Based on the research results,  $H_0$  was rejected while  $H_a$  was accepted because the  $t_{sig}$  value was 0.030. Based on the significance value found, variable X2 influences how well the BEM administrators of the Faculty of Economics and Business, UTP Surakarta, perform. It can be concluded that a higher level of teamwork means higher performance. Effective teamwork generates good energy and is important for job satisfaction and satisfaction, both of which impact individual performance. Typically, a team consisting of individuals with diverse areas of expertise works together to achieve company goals. Each management team must work together to set high standards, support each other, and foster a passion for completing tasks if the organization is to see its full potential.

### **Communication on Performance**

Based on the research results,  $H_0$  was rejected while  $H_a$  was accepted because the  $t_{sig}$  value was 0.039. Based on the significance value found, variable X3 influences how well the BEM administrators of the UTP Faculty of Economics and Business perform. It can be concluded that management can learn performance requirements and information through communication. Additionally, administrators can contribute to the organization by offering suggestions or ideas that will foster consensus among other administrators as well as between the chairman and other administrators. Equal standing in a relationship, reduced abuse, and a mutually productive partnership can result from well-organized communication. Because communication is so important and can influence the way an organization operates, leaders have the ability to maximize communication in their business. Performance is positively correlated with the level of contact between BEM administrators at the Faculty of Economics and Business.

## **CONCLUSION AND RECOMMENDATION**

The results of the research can be concluded as follows:

1. With a  $t_{sig}$  value of 0.515, the Leadership Style (X1) of the BEM Faculty of Economics and Business has an influence on Management Performance

- (Y). The result is that  $H_0$  is accepted and  $H_a$  is rejected, this shows that variable  $X_1$  has no effect on Management Performance (Y).
2. With a  $t_{sig}$  value of 0.030, Teamwork ( $X_2$ ) of the BEM Faculty of Economics and Business has an effect on Management Performance (Y). The result is that  $H_0$  is rejected and  $H_a$  is approved, this shows that variable  $X_2$  has an effect on Management Performance (Y).
  3. With a  $t_{sig}$  value of 0.039, Communication ( $X_3$ ) of the BEM Faculty of Economics and Business has an effect on Management Performance (Y). The result is that  $H_0$  is rejected and  $H_a$  is approved, this shows that variable  $X_3$  has an effect on Management Performance (Y).
  4. Leadership Style, Teamwork and Communication all influence Management Performance, with a value of  $F_{sig} < \alpha$ , where  $F_{sig}$  is equal to 0.000.

### ADVANCED RESEARCH

(Rimawati et al., 2022) conducted research entitled "The Influence of Leadership Style, Communication and Teamwork on Employee Performance (Study at PT. Jawara Bangun Persada Karangploso Malang)". This study falls into the category of quantitatively approach explanatory research, which was done to examine the relationship between variables. Because there were less than 100 participants in the community, the sampling strategy utilized in this study was saturation sampling, with a sample size of 36 participants. The study's findings indicate that the factors of leadership style, communication, and teamwork all have an impact on employee performance at PT Jawara Bangun Persada Karangploso Malang at the same time. In PT. Champion of Building Persada Karangploso Malang's study on employee performance, communication, teamwork, and leadership style all had some effect.

(Tailan et al., 2021) conducted research entitled "The Influence of Transformational Leadership Style, Teamwork, and Communication on the Performance of Employees at Warung Mina Branch Renon". The complete population 55 individuals who were officially employed by Warung Mina, Renon Branch was the sample used in this study. Through observation, interviews, and questionnaires, data was gathered. Multiple linear regression analysis is the method of analysis that is employed. All of the proposed hypotheses are accepted, according to the findings of the hypothesis test. Employee performance is positively and significantly impacted by transformational leadership. The performance of employees is positively and significantly impacted by teamwork. Employee performance is significantly and favorably impacted by communication.

(Meliantari et al., 2022) conducted research entitled "The Influence of Communication, Teamwork and Rewards on Teacher Performance at Saraswati 2 Vocational School, Denpasar". Thirty-five persons made up the population and sample of this study; they are all practicing instructors at Saraswati 2 Denpasar Vocational School. The saturated sample approach was employed to ascertain the respondents' answers to every variable. This study uses quantitative data as its data type. Questionnaires, observation, and interviews

are the methods used to gather data. As a result, school administrators or principals should always communicate effectively with teachers, offer direction and guidance regarding teamwork, and pay attention to appropriate rewards for teachers. The research's findings demonstrate that communication, teamwork, and rewards have a positive and significant influence on teacher performance. raising the standard of instruction at Saraswati 2 Vocational School in Denpasar.

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