

THE ANALYSIS OF ADAPTIVE LEADERSHIP FACTORS FOR IMPROVING THE PERFORMANCE OF COMPANY ORGANIZATION

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ABSTRACT

Adaptive Leadership will always be an important factor in determining the back and forth of a company. The leader must be able to provide direction for the vision of the future, then bring all employees to understand the vision, so that the company as a whole has the readiness to face any obstacles that stand in their way. This is what will then bring the company to the optimum point, where all the company's potential can be utilized for the progress of the company. Leaders with all the leadership factors inherent in themselves are related to the performance of their employees. This is very easy for anyone to understand. A leader who has a good leadership spirit will be able to create a good teamwork. The existence of good teamwork will greatly support the creation of a good and significant increase in employee performance. This study aims to determine the extent of employee performance and the role of leadership behavior on employee performance in organization companies. From the research results it is known that there is a significant relationship between the adaptive leadership factor and employee performance, with a correlation test result. The amount of influence exerted by the leadership factor on improving employee performance in organization companies.

KEYWORDS: *Adaptive Leadership, Improving, Organization Performance.*

1. INTRODUCTION

Leadership is a trait that can be possessed by every human being. Everyone is born with a natural disposition to be a leader, at least for himself. So that this can be immediately applied in everyday life. Furthermore, having a good leadership attitude in a person will make that person accustomed to managing the activities of his daily life systematically and regularly.

As with any company, a great company almost always has great leaders. According to Malayu Hasibuan (2005) "Leadership is a person who uses authority and directs his subordinates to do some of their work in achieving organizational goals".

Leadership will always be an important factor in determining the back and forth of a company. The leader must be able to provide direction for the vision of the future, then bring all employees to understand the vision, so that the

company as a whole has the readiness to face any obstacles that stand in their way. This is what will then bring the company to the optimum point, where all the company's potential can be utilized for the progress of the company. However, it is not easy to have a good leadership spirit, as well as being a leader. It takes a lot of input (input) to make someone a leader with a good leadership spirit. For example, a good company leader must be able to be firm with his employees and be able to provide penalties according to the mistakes he made. The sanctions given should be able to provide a deterrent effect, so that these mistakes are not repeated and are not emulated by other employees.

In addition, a company leader must be able to pay attention to the behavior and nature of his employees in carrying out daily activities in the world of work. This needs to be done to see their performance level. Because the abilities of each employee must be different, and surely this will

affect their performance level. Uniting all employees who have different visions and missions in a company is not an easy task. A leader must be able to direct the individual employee's vision and mission to be fully utilized for the benefit of the company. This means that the vision and mission of the company is more important than the vision and mission of the individual employees who work at the company.

This is where the leader must be able to communicate everything in order to run in a balanced manner. With this communication teamwork can be created that will realize the company's vision and mission in a simpler practical order. With strong teamwork, it will encourage and motivate all employees to continue to improve their respective performance in order to advance the company.

Furthermore, as executing control functions, company leaders must be able to measure employee performance in every area or system in the company. With this performance measurement, company leaders will get the focus of attention and follow-up on its completion. If a company leader cannot measure employee productivity, it means that he cannot carry out the control function. If the control function does not work, company leaders will not be able to carry out further employee management processes. Thus, it is almost impossible to grow the company to achieve success in the future.

Many companies think that they are good at performing as part of the implementation of the control function. Even some companies have developed and demonstrated employee performance measurement systems that other companies should emulate and emulate. But unfortunately there are still company leaders who don't realize the importance of this function. So that company leaders do not see this activity as a major

concern in the company.

Leaders with all the leadership factors inherent in themselves are related to the performance of their employees. This is very easy for anyone to understand. A leader who has a good leadership spirit will be able to create good teamwork. The existence of good teamwork will greatly support the creation of a good and significant increase in employee performance.

Given the importance of leadership factors in building the character of a leader in an effort to improve employee performance, the authors are interested in conducting a study related to this issue. The authors hope that from this research, the author can present a scientific study that shows a positive relationship between these two variables. Therefore, the authors took the research title "The Analysis of Adaptive Leadership Factors for Improving The Performance of a Company Organization".

1.1 Framework

The role of a leader is needed with all the dimensions that influence it, in order to improve the performance of its subordinates. So that employee morale remains high and can produce quality products. This is what then requires the stability of employee performance levels.

A leader must be able to perform all these functions. That is, it is in the hands of a leader that the responsibility rests entirely, to maintain the performance of its employees. So that with all its dimensions it can be achieved to achieve the stated company goals.

In this study the authors try to focus on the discussion of leadership on the part that is influential with improving employee performance. A good leader will show good patterns and behavior both inside and outside the company, including in terms of regulating and evaluating the actions he

takes. The relationship between leadership and employee performance can be seen in the chart in

Figure 1 below.

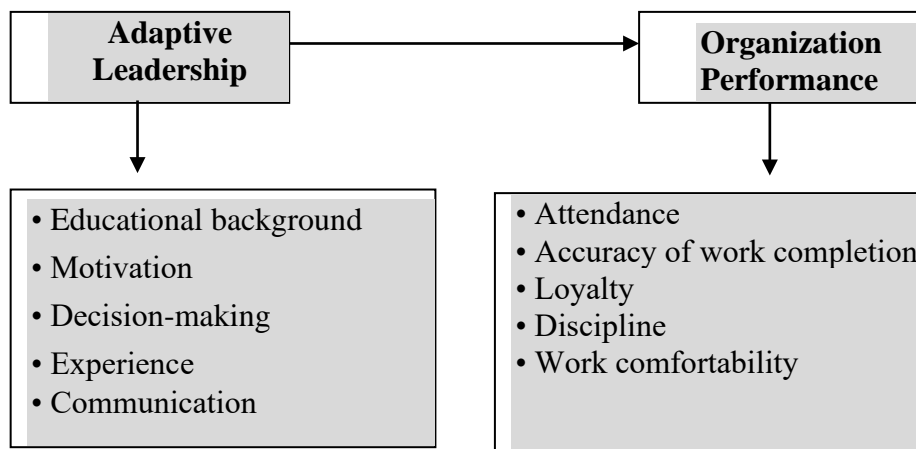


Figure 1. Framework

2. MATERIALS AND METHODS

2.1 Human Resource Management

Management is an instrument used to achieve goals in an organization (company). With a good management pattern, of course, it will make it easier for the organization to realize its goals for the company, both for employees and for the community. According to Malayu S.P. Hasibuan (2003) "Management is the science and art that regulates the process of utilizing human resources and other sources effectively and efficiently to achieve certain goals".

Meanwhile, according to Yayat M Herujito (2001) "management is the management of a goal to obtain results in order to achieve goals that have been determined by moving other people to work".

From the three definitions put forward by the experts above, it can be concluded that management is a combination of science and art to manage the resources owned by the company in order to achieve predetermined goals.

Management is absolutely necessary in all companies, with the management, usability and results of the resource elements being optimally

improved. The resource elements consist of Man, Money, Method, Machines, Materials, and Market, which is briefly 6 M.

One element that is important to note is "Man" (Human Resources). This is because with the right development pattern of human resources, it can overcome the obstacles that may arise in the company. For that, it is necessary to understand the definitions related to human resource management.

According to T. Hani Handoko (2003) quoting from Flippo, "Human resource management is planning, organization, direction, compensation, integration, maintenance and release of human resources in order to achieve several individual, organizational and community goals".

Malayu S.P. Hasibuan (2003) states that "human resource management is" the science and art that regulates the relationships and roles of labor in order to be effective and efficient in shaping the realization of company, employee, and community goals. "

From the two definitions above, it can be concluded that human resource management activities are a science and art of how to plan,

organize, and at the same time supervise the procurement and maintenance of human resources within the company so that company goals can be achieved. Thus human resource management must provide full contribution in the effort to achieve goals and objectives company, including to increase efficiency, efficiency with the aim of improving employee performance effectively and efficiently.

According to Malayu Hasibuan (2001) the functions of human resource management include:

a. Planning

Planning (human resource planning) is the process of planning the workforce effectively and efficiently to suit the company's needs in helping the realization of goals. Planning is done by setting a staffing program. The staffing program includes organizing, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining and dismissing employees. A good staffing program will help achieve company, employee and community goals.

b. Organizing

Organizing is an activity to organize all employees by determining the division of labor, working relationships, delegation of authority, integration and coordination within an organizational body (organization chart).

c. Briefing

Directing is the activity of directing all employees to cooperate and work effectively and efficiently in helping achieve the goals of the company, employees and society. The direction is carried out by the leadership by assigning subordinates to do all their duties properly.

d. Control

Controlling (controlling) is the activity of controlling all employees to obey company regulations and work according to plan. If there are deviations or errors, corrective actions and

improvements to the plan are taken. Employee control includes attendance, behavior, cooperation, work implementation and maintaining the work environment.

Apart from the basic functions mentioned above, there are also operational functions which include:

- a. Recruitment
- b. Development
- c. Compensation
- d. Integration
- e. Maintenance
- f. Discipline
- g. Separation

2.2. The Role of Adaptive Leadership

The problem of leadership has existed since humans live in groups, so this is a social problem, but the understanding of the leader itself is very limited. Many definitions of leadership put forward by experts, but actually the main problem is the relationship between a person or group of people who are called superiors and another group called subordinates.

Definition of leadership according to Malayu S.P Hasibuan (2005: 42) "Leadership is a person who uses authority and directs his subordinates to do some of their work in achieving organizational goals".

Meanwhile, according to J. Salusu (2008: 191) who quotes from Robert Sculler (1988) "leadership is a force that drives your struggle or activities towards success".

Every leader has a very important role in an organization. For this reason, according to J. Salusu (2008: 199) a leader must carry out Adaptive Leadership Roles as follows:

a. Role as Adaptive Catalyst

A leader must foster understanding and awareness of the people he leads so that he

believes that the actions he takes are for the benefit of all members of the organization. Organizational members should feel that the results of their leadership work are not only beneficial to themselves, but benefit all members of the organization as a whole. Therefore, leaders have the following tasks:

1. Identify problems faced by the organization, both internal and external problems.
2. Formulate the most important problems and problems that very often occur or are faced by members of the organization.
3. Formulate the factors that cause problems and look for various alternative solutions.

b. Role as Adaptive Facilitator

A leader must try to encourage and raise awareness of the members of the organization he leads in order to make changes that are expected to improve the organization. Leaders do not only act as initiators, but actively provide various facilities for their members, namely:

1. Shows ways of obtaining assistance from parties related to the program that is being or will be implemented.
2. Organizing the activities of the members to facilitate the organization in achieving its goals.
3. Making decisions that refer to the prioritization of tasks that the organization and its members want to do.

c. Role as Adaptive Problem Solver

A leader must be able to act quickly, accurately and responsively to the problems faced by the organization, and try to solve these problems. He must be able to determine the time and form of assistance to members or groups, so that they can adjust to every step taken to solve existing problems.

d. Role as Adaptive Source Liaison

A leader must try to find resources with regard to the conditions and needs of the organization. With these resources, leaders can help organizations to find ways to approach them to get the help they need in order to solve the problem at hand.

e. Role as Adaptive Communicator

A leader must be able to communicate his ideas to others, who then pass them on to others on an ongoing basis. The form of communication that must be carried out is two-way so that the ideas conveyed can be discussed broadly, including the implementers and the target audience need to master effective communication techniques.

2.3. Leadership Style

Oemar Hamalik (2005) classifies the types of leadership styles as follows:

a. Directive-Authoritative Leadership

This leadership style provides very broad opportunities for leaders to exercise their authority, while the freedom of their subordinates to express their opinions is very limited. The leader is the command center, the command center for subordinates, while the role of subordinates in expressing their opinions is very limited.

b. Persuasive Leadership

Leaders exercise authority and control, especially in the process of problem solving and decision making. Leaders pay attention to input from subordinates, subordinates get limited freedom to express their opinions. They are included in the collection decision. In this case, the leadership's decision is a joint decision even though the portion of input from subordinates is very small.

c. Consultative Leadership

Leaders provide ample opportunities for subordinates to participate in making decisions, the

way to be taken is by submitting a tentative draft decision. The draft decision is offered to subordinates who are still open to changes. In this way the leader also has the opportunity to test his ideas against his subordinates through the consultation process. Another way, the leader throws the problem to his subordinates then the subordinates submit suggestions for solutions then the leader makes certain decisions that may be in accordance with the suggestions of his subordinates.

d. Participatory Leadership

Leaders provide the widest opportunity and freedom to subordinates to express their opinions in making decisions. The leader and subordinates cooperate fully as a team. Alternatively, the leader and subordinates cooperate fully, but the leader does not directly participate, he delegates it to one of his senior staff. This delegation shows the existence of freedom of action to a certain extent even though the freedom of the subordinates is very dominant, but the responsibility for decision making remains with the leader.

e. Deliberative Leadership

Leadership based on the shared values embodied in the form of kinship and mutual cooperation, the actions of the leader are characterized by a sense of helping, helping to help and working together based on compassion, while still adhering to the principles of effectiveness and efficiency. Actions taken by the leader are decision making following the procedure for determining the problem, collecting data, analyzing data and drawing conclusions.

f. Integrated Leadership

Leadership style is based on the principle of vertical integration, integration is seen from the management level, namely macro (multidisciplinary thinking), structural (involving between institutions), micro (consistent in all aspects of the program), and

individual (integration between superiors and subordinates through communication interaction.). Horizontally the integrated leadership style is seen based on a systemic approach where there are input components, processes and products, so that the leadership process works systematically. Diagonally, integrated leadership is implemented based on existing situations within and outside the organization.

Oemar Hamalik (2005) states that there are two leadership theories that explain leadership. These two theories have different concepts in explaining leadership, but in reality they can be combined into one leadership concept.

a. The Charismatic Man Theory

Leadership is an individual quality. Certain individuals have a personality and intelligence that can automatically place them as leaders of groups or organizations. And is personal magnetism and hypnotic performance. This charismatic personality causes everyone to acknowledge and voluntarily follow him as a leader. Personal appearance seemed to be mystical, so that he was seen as the leader of his era.

b. Group Theory

Leadership is determined by the group. A person becomes a leader because he is able to meet the needs of the group thanks to the ability of knowledge and equipment. When the needs of the group change, the leader must also change. This means, leadership is determined by the situation within the group / organization concerned.

Both of these theories each have their own weaknesses and strengths. However, in fact the two theories can be combined in order to achieve optimal results.

Leadership is a process of giving direction and influence to members of a group or organization in carrying out tasks. According to Oemar Hamalik (2005) there are three factors that

need to be considered, including:

- a. The position of the people who interact with the leader.
- b. The nature of the relationship between people involved in a group or in an organization that is led.
- c. The number of positions of the leader, whether single or double in occupying a task and position.

Thus, it can be interpreted that what is meant by the leadership factor is a position that interacts with subordinates by ordering or influencing through good organized communication in order to achieve a goal that has been set by the leader or company or organization.

2.4. Performance

According to Anwar Prabu Mangkunegara (2001) regarding the definition of performance, namely: "Performance is a result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

Meanwhile, according to the old Marihot Efendi Hariandja (2002) performance is the result of work produced by employees or real behavior that is displayed in accordance with their role in the organization "

Based on the definitions above, it can be concluded that employee performance is very decisive in achieving company goals where each employee's work performance will be seen in quality and quantity according to their role in an organization or company.

There are two factors that are considered important in influencing performance achievement according to Anwar Prabu Mangkunegara (2001) who quotes from Keith Davis, namely:

a. Ability factor

Psychologically, the ability of employees

consists of potential abilities and reality abilities or knowledge and expertise, meaning that employees who have above average potential with adequate education for their positions and are skilled in doing daily work will find it easier to achieve the expected performance.

b. The motivational factor

Motivation is formed from an attitude or attitude of an employee in dealing with work situations, motivation is a condition that moves employees who are directed to achieve organizational goals.

The mental attitude must have a mental attitude that is ready mentally, physically, goals and situations. This means that an employee must be ready to understand the goals and work targets that will be achieved, be able to take advantage of and create a conducive work situation within the company. According to Marihot Effendi Hariandja (2002) the determination of work research methods is divided into four steps, namely as follows:

a. Goal Setting

The determination of targets as mentioned must be specific, measurable, challenging and based on a certain time. Besides that, it is also necessary to pay attention to the process of determining these goals, namely that it is hoped that individual task objectives are formulated jointly between superiors and subordinates.

b. Determination of Performance Standards

The conduct of the appraisal must reflect the actual performance of the work or evaluate the behavior that reflects the successful execution of the work. By using three systems, namely, having a standard, having a measure that can be trusted and easy to use by the appraiser and the one that is assessed.

c. Determining the Method and Implementation of the Assessment

This method is an approach or means and equipment that is used such as forms and their implementation. The method is like the comparison method, test and others.

d. Evaluation Assessment

Assessment evaluation is providing feedback to employees regarding aspects of performance that must be changed and maintained

as well as various actions that must be taken, both by organizations and employees in an effort to improve performance in the future.

2.5. Research Methodology

a. Variables and their Measurements

The variables and measurements used in this study for more details can be seen in Table 1 below.

Table 1. Variable Operationalization

Variable	No	Indicator	Measuring way	Scale Measurement
Adaptive Leadership as an Independent Variable	1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	Problem Solving. Level of confidence. Formal Power. Policy Determinants. Have Intelligence and Expertise. Task Orientation. Communication. Loyalty. Creative and Proactive. Got the Confession	Subordinates' perceptions of the behavior of their leaders	Ordinal Scale
Performance as Dependent Variable	1. 2. 3. 4. 5. 6. 7. 8. 9. 10.	Understanding Work. Working time. Completion of Work. Accuracy of Job Objectives. Quality Ability Quality Quantity. Spirit at work. Self Development. Efficiency. Cooperation.	Perception Leader of subordinates performance	Scale of Ordinal

The variables used in this study are the leadership variable as the independent variable and the performance variable as the dependent variable which operationally can be seen in Table 1 above.

b. Sampling Procedure

In this study using simple random sampling (done randomly) so that each member of the population has the same possibility of being

selected as a respondent. Respondents were randomly selected with 40 respondents from a total of 60 employees. Samples were taken from all employee representatives from each department or each division. Respondents were asked questions about employee leadership and performance.

c. Data collection technique

The methods used in data collection to

support and strengthen research analysis are:

1) Primary sources

a) Interview

Interviews are a process of interaction and communication to obtain data directly from resource persons related to the research theme raised.

b) Questionnaire

The questionnaire is a data collection technique by distributing questionnaires to the research object selected as the sample. In this questionnaire, several questions are distributed regarding the factors of leadership and employee performance.

List of questions or questionnaire

Which the author suggests uses a Likert scale and has the following

intervals:

(1) Always/Very Good/Very high) = score 5

(2) Often / Good / High) = score 4

(3) Sometimes / Moderate) = score 3

(4) Rarely / Less / Low) = score 2

(5) Never / Very Poor / Low) = score 1

c) Field Observation

Field observation is a process where researchers go directly to the field to see and examine the actual situation and conditions that occur in the field. This is done so that researchers get data that is in accordance with the reality in the field.

2) Secondary Sources

Secondary sources, namely a way to obtain data through literature related to the problems under study, as a consideration in research.

c. Data Analysis Method

1) Descriptive Analysis

Conducting theoretical analysis of the problem in order to find solutions to problems that are in accordance with the theory with the conditions in the field.

2) Regression Analysis

Is a mathematical equation that allows us to predict the value of the value or dependent variable from the value of one or more independent variables.

3) Correlation analysis

This analysis is to determine how strong the relationship between these variables occurs, in other words, it is necessary to determine the degree of the relationship between one variable and another.

4) The coefficient of determination

Used to find out how much influence is given by variable X on changes in variable Y.

5) Hypothesis testing

This hypothesis test is used to determine the significance of the relationship between leadership and employee performance.

3. DISCUSSION

3.1. The Influence Analysis of Leadership Factors on Employee Performance

To determine the effect of leadership factors on employee performance based on the results of questionnaires that have been distributed to respondents, it was carried out using statistical analysis tests in the form of regression analysis, correlation and coefficient of determination. In analyzing the data obtained, the Software Statistical Product and Service Solution 16.0 for Windows (SPSS) program was used.

A. Correlation Analysis and Determination Coefficient

Table 2
Out put results of correlation and coefficient of determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723 a	.522	.539	1.113

a. Predictors: (Constant), total leadership

The output of data processing using SPSS analysis, correlation test and coefficient of determination is presented in table 33 above. The value of the correlation coefficient (r) between the leadership variable (X) and the variable (Y) is 0.723. It means that it can be said that the influence of leadership factors on employee performance is quite strong. This means that the increased response of employees to leadership factors that are

carried out in the company will be able to increase employee performance.

The amount of the contribution of the leadership variable (X) to the performance variable (Y) can be seen from the coefficient of determination, namely $r^2 = 0.522$ or 52.2%, the remaining 47.8% is influenced by other variables which are not discussed in this study.

Table 3.
The Output Regression Result
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.880	1	50.880	48.136	.000
Residual	40.180	38	1.054		a
Total	91.060	39			

a. Predictors: (Constant), total of leader

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		
(Constant)	13.605	2.194		6.657	.000
Totalx	.623	.082	.723	7.034	.000

a. Dependent Variable: total performance

B. Regression Analysis

Based on the results of the regression value with the SPSS 16.0 program in table 34, the linear regression equation between the leadership adaptive variable (X) and the variable (Y) is as follows:

$$Y = 13.605 + 0.623 X$$

The interpretation of the equation is:

If there is an increase in the value of the leadership response score by one unit, the employee performance score will increase by 0, 623 units.

3. Hypothesis Testing

To test the significance of the effect of the variable X on Y, the t-hypothesis test is used as follows:

Ho = Leadership adaptive factor has no effect on performance.

Ha= Leadership adaptive factors affect performance.

The guidelines used to accept or reject the hypothesis are as follows:

- 1) Ho is accepted if $t - \text{count} < t - \text{table}$.
- 2). Ho is rejected if $t - \text{count} > t - \text{table}$.
- 3). Ha is accepted if $t - \text{count} > t - \text{table}$.
- 4). Ha is rejected if $t - \text{count} < t - \text{table}$.

Table 4.
The Output of Hipotesis Result Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.605	2.194		6.657	.000
Total x	.623	.082	.728	7.034	.000

a. Dependent Variable: total performance

From the results of SPSS Table 4, it can be seen that the t-count value is 7,034.

The t-table values at the 99% confidence level are as follows:

$$\begin{aligned} t \text{ table} &= \frac{1}{2} \alpha / db \\ &= \frac{1}{2} (0.01) = 0.005 \\ 2 \text{ db} &= 40 - 2 = 38 \\ t \text{ table} &= 0.005 / 38 = 2.576 \end{aligned}$$

Based on the hypothesis test at the 99% confidence level by comparing the t-count and t-table, the t-count is 7.034 while the t-table is 2.576.

Because the t-count is greater than the t-table, it means that Ho is rejected and Ha is accepted. Thus, the influence of the leadership variable on performance is significant. Based on the results of the t-test, it is known that the t-count is greater than the t-table (located in the area of reject Ho and accept Ha). Which means that $7,034 >$

2,576. This means that the hypothesis test results in the conclusion H_0 reject and accept H_a , it can be concluded that there is a significant relationship between leadership factors and efforts to improve employee performance.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

From the results and discussion of research based on questionnaire data obtained during the study, regarding the influence of leadership adaptive factors on improving employee performance, several conclusions can be drawn, namely:

- a. From the research results, the leadership adaptive variable on average is quite good at a score of 3.56, on a scale of 1 to 5 with the lowest average score of 3.1 and the highest score 3.8. From several leadership indicators, there is an average score below 3, namely indicator no.9 concerning leader's creativity with a score (2.7) while the highest is indicator no.6 concerning task-oriented leaders with a score of (4.57).
- b. Based on research on performance variables, the average score is quite good with a score of 3.38 on a scale of 1 to 5 with the lowest average score of 2.5 and the highest score of 4.4. From several indicators there is the lowest score of 2.87 on indicator no.2 about employees on work time, while for the highest score on indicator no.3 regarding the completion of work according to the target, namely 4.55.
- c. From the correlation analysis, the correlation coefficient value was obtained $r = 0.723$. This shows that there is a strong and positive relationship between leadership adaptive factors and employee performance.

From the analysis of the coefficient of determination, the value of $r^2 = 0.522$ or 52.0% was obtained. This shows that the contribution of the

leadership factor to performance is 52.2%.

The result of the hypothesis test, it is known that the t-table value is greater than the t-count value ($t\text{-count } 7,034 > t\text{-table } 2,576$). It can be concluded that there is a significant relationship between leadership factors and employee performance improvement at the 99% confidence level.

d. The regression equation of the influence of leadership factors on performance: $Y = 13.605 + 0.623X$ shows that if there is an increase in the leadership factor (X) by 1 (unit) it will increase employee performance (Y) by 0.623.

4.2. Suggestions

From the above conclusions, several suggestions can be made as follows:

- a. In accordance with their functions, company leaders should constantly increase their creativity in carrying out company activities and proactively provide direction and guidance to their subordinates as well as increase their expertise and intelligence in carrying out their duties as leaders.
- b. Employees should always try to complete their work both in quality and quantity in order to produce output in accordance with expectations.

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