

ANALYSIS OF THE DETERMINANTS OF LEADERSHIP STYLE

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ABSTRACT

This study attempts to explain the determinants of leadership style consisting of personal characteristics and social culture, by observing 51 samples of Mekar Jaya Village Community, Wonosari Subdistrict, Boalemo Regency. The data was analyzed using the PLS-SEM technique through SMARTPLS software version 3. The sample was selected and collected through purposive sampling and distributed in an online questionnaire through google forms. The results show that Personal Characteristics have an insignificant effect, with a TStatistic value of 1.388 and P Values of 0.166 while Social Cultural Factors have a significant effect, with a TStatistic value of 3.066 and P Values of 0.002 on Leadership Style.

Keywords: Personal Characteristics; Social Cultural Factors; Leadership Style.

1. INTRODUCTION

Leadership is a key aspect in the world of business, organizations, and society in general. Leadership style has a very important role in organizations and various other contexts. An effective leadership style can steer teams and organizational members towards set goals. Leaders who are able to inspire and motivate others can help create a strong vision, strengthen morale, and improve individual and group performance. The leadership style adopted by a leader can have a significant impact on organizational performance, employee motivation, and results achieved. Therefore, it is important to understand the factors that influence one's leadership style.

One of the factors that influence leadership style is personal characteristics. An individual's personality, values, attitude towards work, and life experiences can play a role in shaping a leader's preferences and approach to leading. For example, a leader who has an extroverted personality may tend to use a more open and relationship-oriented leadership style, while a leader who has an introverted personality may be more inclined to a more task-focused leadership style. In addition to personal characteristics, social cultural factors can also influence leadership style. Social culture, which includes the prevailing norms, values, and practices in a society or organization, can shape one's view of how leadership should be done. For example, in a more authoritarian culture, leaders may tend to use a more assertive and hierarchical leadership style, while in a more participatory culture, leaders may be more likely to use a leadership style that focuses on participation and collaboration.

Previous research has revealed a complex relationship between personal characteristics, social cultural factors, and leadership styles. Some studies such as [1] state that effective leadership depends on personal characteristics such as humility, willingness to learn, and willingness to delegate authority to subordinates. According to him, humble leaders will be able to build strong teams and achieve outstanding results [2], revealed that personal characteristics such as assertiveness, empathy, trustworthiness, and exemplary can influence one's leadership style. Research on the relationship between self-confidence and leadership style [3] linked the Big Five personality model with transformational leadership, finding that self-confidence, as one of the

personality dimensions, is positively related to transformational leadership style, which is characterized by inspiration, influence, and motivation.

In addition, social culture also plays an important role in shaping leadership styles. The social culture of the organization has a strong influence on the emerging leadership style [4]. A strong organizational culture can shape the leadership style in accordance with the values and norms of the culture. [5] two cross-cultural communication experts who suggest that leadership styles can be influenced by communication patterns and cultural norms that exist in a society. Cultures that prioritize open and egalitarian communication can encourage participatory and collaborative leadership practices. [2] is a leadership expert who emphasizes the importance of recognizing and understanding the role of culture in influencing leadership styles. According to him, effective leaders must be able to adapt their leadership style to the existing culture in different contexts. [6] a leadership expert argues that social culture has a significant influence on the preference and application of leadership styles by emphasizing the importance of understanding social culture in developing effective leadership skills.

However, it should be noted that the influence of personal characteristics and social cultural factors on leadership style is not absolute or deterministic. Individuals have the freedom to choose and adapt their leadership style according to the situation and context at hand. In addition, the interaction between personal characteristics and social cultural factors can also result in variations in the leadership styles applied by individuals.

However, despite the importance of personal characteristics and social culture factors in influencing leadership styles, there are still some gaps in our knowledge about the relationship between these two factors. Therefore, this study aims to fill this gap by analyzing in more depth the influence of personal characteristics, such as personality, values, attitudes, and experiences of individuals, as well as social cultural factors on the leadership styles applied by leaders. By understanding the factors that influence leadership style, this study hopes to provide valuable insights for the development of more effective leaders in the future. In addition, this research can also contribute to our understanding of leadership dynamics in different social and cultural contexts.

2. LITERATURE REVIEW

A. Leadership Style

Leadership style describes the way a leader influences and directs members of a team or organization. Several leadership styles can be combined or integrated, depending on the needs and goals to be achieved depending on the situation and the individuals they lead. Good leaders are also able to develop strong relationships with team members, listen to and understand their needs, establish effective communication, and motivate team members to achieve good results. Flexibility and the ability to adapt to change are also important qualities in a successful leadership style.

Keep in mind that effective leadership styles may vary depending on the culture of the organization, the task at hand, and the dynamics of the team. It is important for a leader to continuously learn, develop leadership skills, and adapt to changes that occur within their organization and work environment.

Some commonly recognized leadership styles: Authoritarian Leadership Style: Leaders with an authoritarian leadership style tend to take charge and make decisions themselves. They give clear instructions to team members and expect compliance. Authoritarian leaders often show power and

dominance, but can ignore the opinions and contributions of team members. This leadership style is suitable in emergency situations or when quick decisions are needed. Authoritarian leadership as one of the leadership styles may be effective in situations that require quick and clear decisions. However, Goleman also points out that authoritarian leadership can reduce the motivation and creativity of team members in the long run [7].

Democratic Leadership Style: Leaders with a democratic leadership style involve team members in decision-making. They encourage participation, listen to opinions, and provide opportunities for team members to contribute. Democratic leaders create a collaborative environment and value diversity of opinions. This leadership style is often effective in building strong teams and encouraging creativity [2].

Transactional Leadership Style: Leaders with a transactional leadership style see the leader-follower relationship as a transactional exchange. They set clear goals and provide rewards or punishments based on target achievement. Transactional leaders are involved in supervising and directing day-to-day operations. This leadership style is typically used in situations where specific tasks must be clearly accomplished. Transactional leaders are oriented towards the management and coordination of operational activities. They set clear goals, monitor performance, and provide feedback that is directly linked to target achievement. Transactional leaders also use economic rewards or punishments to motivate and control team members [6].

Transformational Leadership Style: Leaders with a transformational leadership style motivate and inspire their team members. They create a compelling vision, encourage innovation, and develop strong relationships with team members. Transformational leaders often give personal attention, provide constructive feedback, and empower team members to achieve higher levels of performance. This leadership style is effective in changing organizational culture and achieving long-term goals. Transformational leadership as a combination of four key behaviors, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [8].

B. Influence of Personal Characteristics on Leadership Style

The Big Five Personality Traits model is one of the commonly used frameworks for studying the relationship between personal characteristics and leadership style. Research shows that there is a relationship between the personality factors in the Big Five model (i.e., emotional stability, intelligence, agreeableness, extroversion, and openness to experience) and specific leadership styles. For example, extroversion and openness to experience are often associated with transformational leadership styles, while emotional stability and intelligence are often associated with transactional leadership styles [3].

Personal characteristics such as self-confidence and self-control have also been associated with leadership styles. Leaders who have high levels of self-confidence tend to be more courageous in taking risks and making difficult decisions. Meanwhile, leaders who have good self-control can control their emotions in stressful situations and maintain composure in the face of leadership challenges [9].

Personal characteristics such as trustworthiness and integrity are also considered important in an effective leadership style. Leaders who are trusted by their subordinates are more likely to be able to influence, motivate, and inspire them. Integrity in leadership includes honesty, fairness, and consistency in the leader's actions and words [10].

Therefore, this study proposes a hypothesis

H1: Personal Characteristics have a positive and Significant impact on Leadership Style

C. Influence of Social Cultural Factors on Leadership Style

[11] developed the concept of cultural dimensions known as "Hofstede's Cultural Dimensions." One dimension that is relevant in the relationship between social culture and leadership style is "Uncertainty Avoidance". According to Hofstede, cultures that have high levels of uncertainty avoidance tend to require authoritarian and assertive leaders, while cultures that have low levels of uncertainty avoidance tend to require more flexible and participative leaders. Schein (2010) states that organizational culture plays an important role in shaping leadership style. According to him, effective leaders are those who are able to understand and influence organizational culture appropriately. A strong organizational culture can encourage leaders to adopt a leadership style that is consistent with the values and norms of that culture. [12] identified seven cultural dimensions that can influence leadership style, including orientation toward power, individualistic or collectivist tendencies, and time orientation. For example, more collectivist cultures tend to prefer more participative and team-oriented leadership.

Research by [11] investigated the influence of cultural dimensions on leadership styles in different countries. Their results showed that cultural dimensions such as individualism-collectivism, tendency toward power, and orientation toward the future affect leadership styles in different countries. Research by [12] examined the differences in leadership styles between Western cultures and East Asian cultures. The results showed that East Asian cultures, which tend to be more collectivist, have a tendency to adopt a more participative and team-oriented leadership style, while Western cultures tend to favour an authoritarian leadership style. Research by [13] identified a number of leadership styles related to social culture. They found that more feminine cultures tend to have more participative and relationship-oriented leaders, while more masculine cultures tend to have more authoritarian and task-oriented leaders. Research by [14] revealed that cultural factors such as the level of fairness that is considered important in a culture, as well as the level of equality and openness, influence the leadership style adopted by leaders in that cultural context.

Therefore, this study proposes Hypothesis

H2: Social Cultural Factors have a positive and Significant impact on Leadership Style

3. METHODS

This study uses primary data collected through online questionnaires using Google Forms. A sample of 51 people using purposive sampling. Partial Least Square and Structural Equation Modeling (PLS-SEM) was used to analyze the collected research data. SMARTPLS 3.2.9 was used to run the PLS-SEM analysis process. The Confirmatory Composite Analysis (CCA) approach was used in this study when the model was built, and the indicators of each latent variable were built on a strong theoretical basis from previous research.

The analysis process through the PLS-SEM method has two stages, namely testing the outer model and inner model. The outer model is a series of statistical analyses conducted to measure the validity and reliability of constructs consisting of a series of indicators on a survey instrument. Two steps are taken to calculate the validity of the instrument: convergent and discriminant validity. Instrument reliability is evaluated using Composite Reliability (CR) and Cronbach's alpha (CA)

values. Any latent variable with CR and CA values of more than 0.70 was considered reliable. Convergence validity is measured using the Average Variance Extracted (AVE) value which must be more than 0.50 [15].

4. RESULTS AND DISCUSSION

Figure 1 shows that there are 2 indicator items in this study that have a loading factor value below 0.70, namely KP2 of 0.693 and FBS5 of 0.690 so that the indicator item is removed from the model.

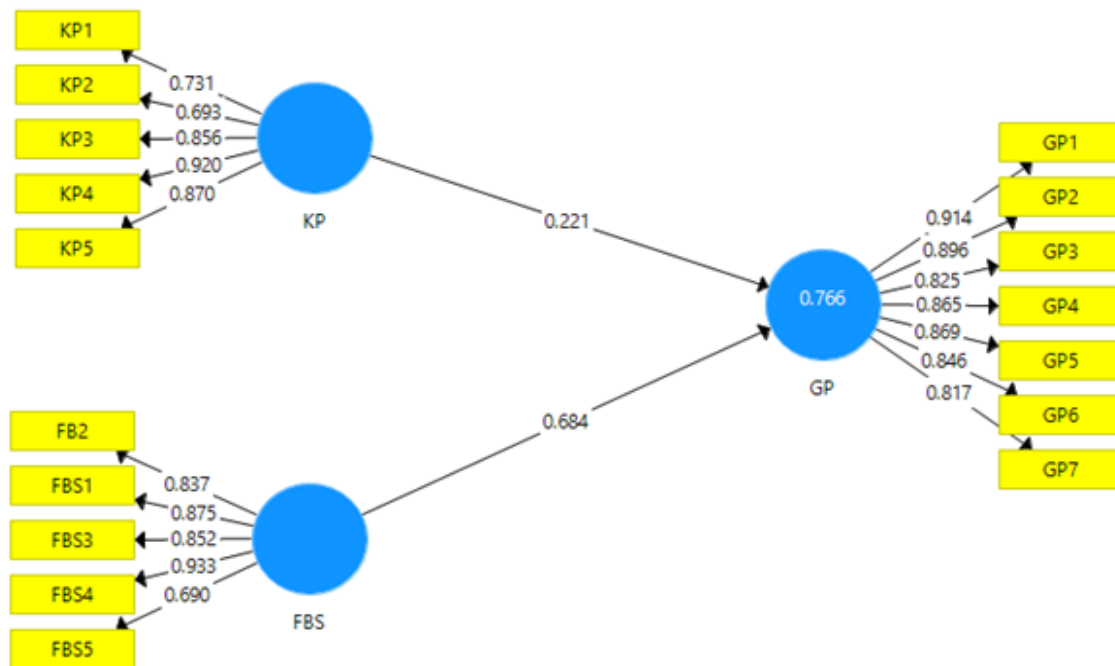


Figure 1. Outer Model Testing 1

Figure 2 shows that all indicator items in this study have a loading factor value above 0.70, which indicates that all indicators involved represent the construct correctly.

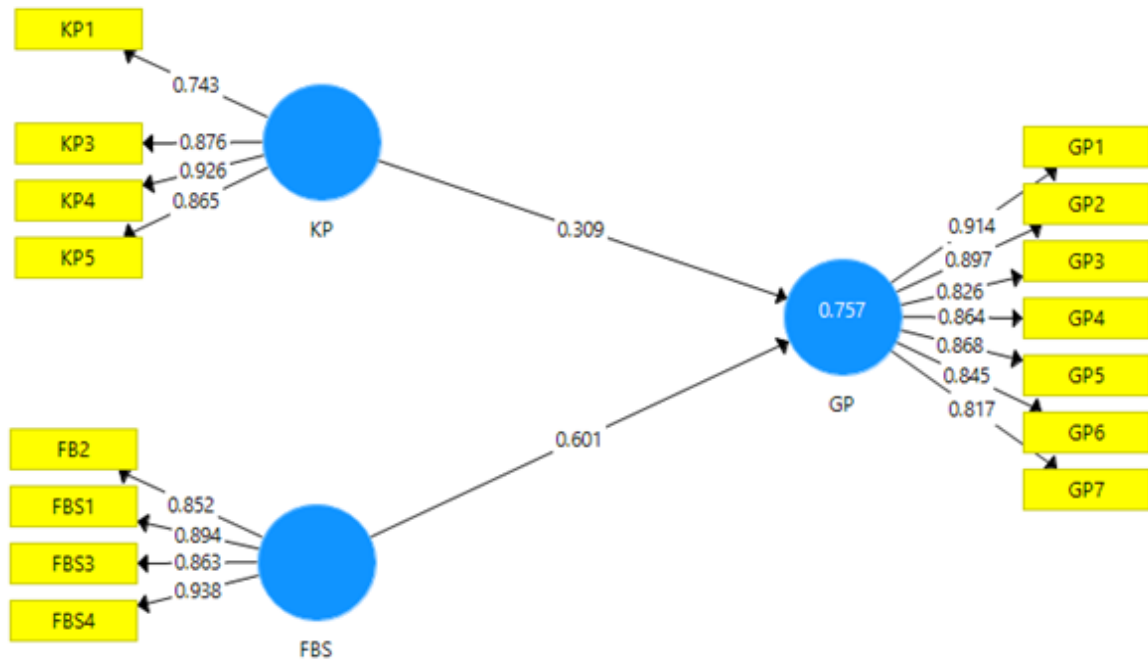


Figure 2. Outer Model 2 Testing

Table 1 shows that there are 2 indicator items in this study that have a loading factor value below 0.70, namely KP2 of 0.693 and FBS5 of 0.690 so that the indicator item is removed from the model while the other items have represented the construct correctly. Table 1 also shows that all CR and CA values for each latent variable in this study are > 0.70. It is concluded that the measuring instrument built in this study is reliable. In addition, the AVE value of each latent variable in this study is also > 0.50. This value indicates that the instruments built in this study are valid.

Table 1. Convergence Validity and Reliability of Instruments					
Variable	Item	Factor Loading	CA	CR	AVE
Personal Characteristics	KP1	0,731	0,874	0,909	0,670
	KP2	0,693			
	KP3	0,856			
	KP4	0,920			
	KP5	0,870			
Social Culture Factors	FBS1	0,837	0,894	0,923	0,708
	FBS2	0,875			
	FBS3	0,852			
	FBS4	0,933			
	FBS5	0,690			
Leadership Style	GP1	0,914	0,924	0,953	0,743
	GP2	0,896			
	GP3	0,825			
	GP4	0,865			

	GP5	0,869			
	GP6	0,846			
	GP6	0,817			

The next test is the R2 value obtained from the PLS algorithm procedure. The R2 ratio level is classified into three categories, namely 0.75 (strong), 0.50 (medium), and 0.25 (weak) (J. F. Hair et al., 2018). Table 2 shows that the R2 value of the leadership style variable is 0.766 in the strong category because it is above 0.75. These results indicate that the effect of Personal Characteristics and Social Cultural Factors on Leadership Style is 0.766 or 76.60% and the remaining 23.40% is influenced by other variables outside of the variables of this study.

Table 2 . Determination Coefficient Test Results

	R Square	R Square Adjusted
Leadership Style	0,766	0,756

The final step of the inner model analysis is hypothesis testing through the bootstrapping method.

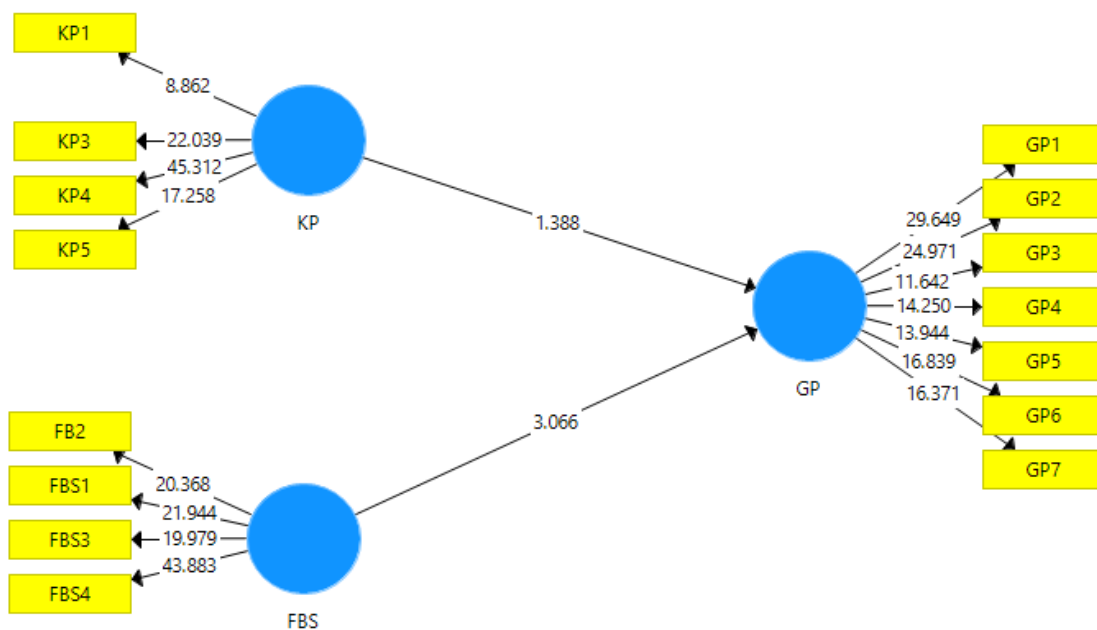


Figure 3. Inner Model Testing

This study uses a significance level of 5-10%. These are generally accepted significance levels in economics and management studies. The findings of direct relationships between latent variables are shown in Table 3. Table 3 shows that the Personal Characteristics variable based on the model has an insignificant effect on Leadership Style while the Social Culture Factor based on the model has a significant effect on Leadership Style. Based on the above results, it is concluded that hypotheses H1 and H2 have been accepted.

Table 3. Direct Effect Test Results

Hypotesis	Path	Coefficient	STD	t-statistic	p-value	Conclusion
H1	KP => GP	0,309	0,233	1,388	0,166	Not Significant
H2	FBS => GP	0,601	0,196	3,066	0,002	Significant

Based on the results of the direct relationship test, it can be concluded that both research questions in this study have been answered. The research model successfully explains that Personal Characteristics based on the model have an insignificant effect on Leadership Style while Social Cultural Factors have a significant effect on Leadership Style. Personal characteristics have an insignificant effect on Leadership Style with a t-statistic value of 1.388 and a p-value of 0.166 while Social Cultural Factors have a significant effect on Leadership Style with a t-statistic value of 3.066 and a p-value of 0.002.

The finding that Personal Characteristics have no significant effect on Leadership Style is not in line with previous research [3], [9], [10]. While Social Cultural Factors have a significant effect on Leadership Style in line with previous research such as; [4], [17], [18], [11], [12], [13] dan [14].

5. CONCLUSION

This study proves that personal characteristics based on the model have an insignificant effect on leadership style while social cultural factors have a significant effect on leadership style. Personal characteristics have an insignificant effect on Leadership Style with a t-statistic value of 1.388 and a p-value of 0.166, this means that a person's personal characteristics cannot definitely predict or determine the leadership style they will show. There are many factors that can influence a person's leadership style, including experience, education, personal values, situation, and more. Personal characteristics may be able to provide insight or an overview of a person, but they do not directly determine how a person will lead. To understand and analyze a person's leadership style, it is necessary to involve broader and more comprehensive factors than relying solely on the personal characteristics model. It is important to consider the context and complexity of the leadership situation, as well as other factors that may influence a person's leadership style. In identifying effective leadership styles, it is better to consider factors such as communication skills, the ability to build strong relationships, the courage to make difficult decisions, the ability to motivate others, and adaptability in the face of change.

Social Culture factors have a significant effect on Leadership Style with a t-statistic value of 3.066 and a p-value of 0.002. This means that the social culture around a person can influence how a person leads and shows his leadership style. Social culture includes norms, values, beliefs, and practices that apply in a group or society. Social culture can shape preferences and expectations regarding how a leader should behave. In investigating and understanding a person's leadership style, it is important to consider the social cultural context. Respecting and understanding the existing social culture can help leaders build better relationships, communicate effectively, and be more adaptive in culturally different environments.

RESEARCH IMPLICATIONS

1. Personal characteristics have no significant effect on leadership style is that in leadership development, the focus should not be solely on aspects of individual characteristics. Leaders and organizations can pay more attention to other factors that are more influential in shaping effective leadership styles. In this case, the practical implication is that leadership training and development can focus on other aspects that influence leadership style, such as knowledge of the social culture in the organization, understanding of the work context, interpersonal skills, or understanding of organizational systems and decision-making processes. By strengthening these competencies, leaders can develop leadership styles that are more effective and relevant in the specific context of their organizations. The theoretical implication of this finding is that leadership theories that focus on personal characteristics need to be reviewed and further developed. The findings suggest that there are other factors that also need to be taken into account in explaining leadership styles, and that the influence of personal characteristics may not be as strong as previously thought.
2. Social culture has a significant effect on leadership style, it means that in the context of the research or analysis conducted, social cultural factors have a strong and meaningful influence on the observed leadership style. The practical implication of this finding is that leaders and organizations need to understand the social culture in which they operate. They need to be aware of the values and norms that are respected in the culture and take these into consideration in developing effective leadership styles. Leaders can learn and adopt leadership practices that are in line with the social culture, so as to gain greater support and acceptance from members of the organization or society. The theoretical implication is that leadership theories need to include social cultural factors as one of the relevant variables in explaining leadership styles. A more inclusive and contextualized leadership theory can incorporate an understanding of social culture and its impact on leadership preferences and practices.

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