



LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT INFLUENCE ON THE PERFORMANCE OF 2025 MSO AT SILIWANGI UNIVERSITY

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Abstract. This study investigates the impact of leadership style and organizational commitment on the performance of Management Student Organization (MSO) administrators at Siliwangi University in 2025. Employing a quantitative explanatory research design with a saturated sampling technique involving 67 respondents, data were gathered using a Likert-scale questionnaire and analyzed through Partial Least Square Structural Equation Modeling (PLS-SEM) using SmartPLS 4 software. The findings reveal that both leadership style and organizational commitment significantly and positively influence administrator performance, with original sample (O) values of 0.370 and 0.499, t-statistics of 3.635 and 4.765, and p-values of 0.000, respectively. The R² value of 0.533 demonstrates that these two independent variables collectively explain 53.3% of the performance variance. This study recommends that MSO leaders optimize their leadership style through effective communication, participation, and motivation to improve members performance. Strengthened organizational collaboration through the exchange of knowledge, experience, and internalization of values is expected to increase collaboration, productivity, innovation, and sustainable organizational success.

Keywords: Organization; Leadership; Commitment; Performance.

1. Introduction

The transformation of the global labor market driven by technological advances and the demand for new skills has made the quality of human resources (HR) a strategic factor for organizational sustainability. According to Stephen (2007) in Rakista (2023), humans, as social beings, naturally build cooperation to achieve common goals. Therefore, the success of an organization depends heavily on the quality of its human resources (Nuryanta, 2008).

In Indonesia, the importance of improving the quality of human resources is a crucial aspect of organizational development. According to data from the Central Statistics Agency (BPS, 2023), youth participation in educational and community organizations increased by 1.3% compared to the previous five years. However, this increase has not been accompanied by significant improvements in organizational performance. Many student organizations still face challenges such as inadequate leadership and low member commitment to optimally fulfilling their roles and responsibilities.

Siliwangi University, as a state university in West Java, is committed to producing superior graduates through various development activities, one of which is through student organizations. At the Faculty of Economics and Business, the Management Student Organization (MSO) serves as a forum for management students to develop their potential and leadership skills. Based on the results of a pre-survey distributed by researchers to 26 MSO administrators, they have a high level of responsibility for assigned tasks (86.9%), but only a small portion is able to complete work on time (39.1%) and contribute actively (69.6% admitted to not participating enough). This situation

indicates a gap between work commitment and actual performance, which is suspected to be influenced by the leadership style applied within the organization.

Leadership style plays a crucial role in shaping an individual's motivation and performance within an organization. Riko & Febsri (2018) and Angelique et al. (2021) show that leadership style significantly influences employee performance. Heni Rohaeni (2016) states that leaders who provide clear direction, support their members, and set a good example can boost work morale and encourage better results. Meanwhile, Sri & Fatmawati (2017) and Ferry et al. (2018) state that work commitment also influences performance improvement because individuals with a strong sense of responsibility and commitment to the organization are more disciplined in carrying out their duties and striving to achieve shared goals.

Therefore, this study is entitled "The Influence of Leadership Style and Organizational Commitment on the Performance of Management Student Organization (MSO) 2025 Management Boards." Based on the background that has been found, the purpose of this study is to determine the extent to which these two variables play a role in improving the effectiveness of management board performance. The results of this study are expected to provide deeper insight into the factors that influence student organization performance and serve as a basis for evaluation in leadership development within the Faculty of Economics and Business, Siliwangi University.

2. Method

The data used was primary data. It was collected directly from the subjects through an online questionnaire containing several questions relevant to the research topic. Given the relatively small population size, this study employed a saturated sampling technique, where all members of the population were sampled. Therefore, the entire population, 67 members of the Siliwangi University Management Student Organization, were included as respondents. The data used in this study was quantitative, obtained using a Likert scale, categorized into an ordinal scale (Sinambela, 2022).

In this study, the data analysis technique used was Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach without involving mediating variables. Data processing was performed using SmartPLS version 4.0 software. Data analysis consisted of two main stages. Descriptive analysis was used to provide an overview of the research variables, including leadership style (X_1), organizational commitment (X_2), and management performance (Y).

The data presentation technique in this study was systematically and structured so that the results of the analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) could be presented clearly, logically, and easily understood. According to Rahadi (2023: 38), the PLS-SEM method is a variance-based approach that has two main stages: testing the measurement model (outer model) and testing the structural model (inner model).

3. Result and Discussion

This research focuses on the relationship between MSO management leadership style and member work commitment, as well as its implications for management performance. Analysis of this relationship is expected to provide a comprehensive understanding of how leadership style implementation can influence member motivation, dedication, and management performance effectiveness. The data analysis process was conducted through three main stages. The first stage was the measurement model (outer

model), which focused on the validity and reliability of indicators against latent variables. The second stage was the structural model (inner model), which analyzed between 16 latent variables according to the research hypotheses. The final stage was hypothesis the relationships testing, to assess the significance of the relationships between variables. Convergent validity was assessed by observing the correlation between indicator scores (item scores) or component scores estimated using PLS software.

Table 1. Outer Loading

Variable	Leadership Style	Organizational Commitment	Members' Performance
X1.1	0.833		
X1.2	0.890		
X1.3	0.710		
X1.4	0.829		
X2.1		0.858	
X2.2		0.855	
Y1			0.715
Y2			0.754
Y3			0.803

Sources: Data Processed (2025)

Discriminant validity is measured by comparing the square root of Average Variance Extracted (AVE) value of each construct with the correlation between the construct and other constructs in the model.

Table 2. Discriminant Validity

Variable	Leadership Style	Organizational Commitment	Members Performance
X1.1	0,833	0,288	0,462
X1.2	0,890	0,317	0,534
X1.3	0,710	0,342	0,372
X1.4	0,829	0,375	0,480
X2.1	0,399	0,858	0,556
X2.2	0,287	0,855	0,552
Y1	0,416	0,437	0,715
Y2	0,470	0,384	0,754
Y3	0,418	0,621	0,803

Sources: Data Processed (2025)

Additionally, discriminant validity can be measured by assessing the Average Variance Extracted (AVE) value for each construct, with a recommended value of 18 or greater than 0.50. This AVE value is also used as an indicator to measure construct reliability.

Table 3. Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)	Explanation
Leadership Style	0,733	Valid
Organizational Commitment	0,669	Valid
Members Performance	0,575	Valid

Sources: Data Processed (2025)

Tabel 4. Composite Reliability

Variable	Composite reliability (rho_c)	Explanation
Leadership Style	0,889	Valid
Organizational Commitment	0,802	Valid
Members Performance	0,846	Valid

Sources: Data Processed (2025)

Based on the results in the table, it can be seen that the composite reliability value (reliability test) shows very good results, where the Leadership Style construct has a value of (0.889), Organizational Commitment is (0.802), and Management Performance is (0.846). Thus, it can be concluded that all constructs in this study have a high level of reliability.

Tabel 5. Collinearity Statistic

Indicator	VIF	Explanation
X1.1	2,141	No Multicollinearity
X1.2	2,793	No Multicollinearity
X1.3	1,514	No Multicollinearity
X1.4	2,122	No Multicollinearity
X2.1	1,279	No Multicollinearity
X2.2	1,279	No Multicollinearity
Y.1	1,201	No Multicollinearity
Y.2	1,290	No Multicollinearity
Y.3	1,254	No Multicollinearity

Sources: Data Processed (2025)

The multicollinearity test was conducted using the Variance Inflation Factor (VIF) value as a statistical indicator of collinearity. A formative indicator is said to be free from multicollinearity problems if its VIF value is <10 . Based on the results of the research data processing, it was obtained that all formative indicators had VIF values <10 , so it can be concluded that there are no multicollinearity problems among the indicators in the tested structural model.

Hypothesis testing in this study was conducted through structural model analysis (inner model) using the Partial Least Squares (PLS) approach. This stage aims to assess model goodness of fit through the R-Square and Total Effects values, which indicate the magnitude of the parameter coefficients and the level of significance based on a t- statistic value ≥ 1.96 .

Table 6 R Square

	Original sample (O)	T statistics (O/STDEV)	P values
X₁→ Y	0,370	3,635	0,000
X₂→ Y	0,499	4,765	0,000

Sources: Data Processed (2025)

Based on the table above, it can be seen that the results of hypothesis testing for all tested relationships show that Leadership Style and organizational commitment have a positive and significant influence on the Performance of Management Student Organization (MSO) Administrators.

4. Conclusion

The two independent variables, leadership style and organizational commitment, influence the dependent variable, the performance of the Management Student Organization (MSO) 2025 administrators. Based on the analyzed data, both variables have a positive and significant effect on the dependent variable. These results indicate that within the scope of the Management Student Organization (MSO) 2025, leadership style and organizational commitment make the performance of MSO administrators more competent, motivated, productive, and goal-oriented, thus enabling the organization to progress and develop.

Therefore, the conclusion of this study is that leadership style and organizational commitment have a positive and significant influence on the performance of the Management Student Organization (MSO) 2025 administrators. This means that the better the leadership style implemented and the higher the organizational commitment of the administrators, the higher their performance will be.

Based on the results of this study, future researchers are advised to add other relevant variables, such as work motivation, organizational communication, organizational culture or the work environment, to provide a more comprehensive understanding of the factors influencing management performance. Furthermore, expanding the research object is also important to ensure stronger generalizability and comparability of findings across organizational contexts. The use of qualitative and mixed methods approaches can be considered to explore organizational dynamics in greater depth, particularly given the limitations of this study's limited scope of variables, limited research objects, and the use of quantitative methods that could potentially introduce bias and fail to capture the subjective experiences of management more holistically. By developing these aspects, further research is expected to provide a more contextualized picture of the factors influencing management performance.

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