



EFFECTIVENESS OF THE ROLE OF LEADERS ON STUDENT ORGANIZATIONAL PERFORMANCE (EMPIRICAL STUDY OF ORMAWAS FEB UNWAHAS PERIOD 2021/2022)

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Abstract

There is a difference between the theory of leaders and the reality of organizational conditions. In one of the student organizations the Faculty of Economics and Business has not been able to influence members to carry out their duties. And it's different from the other 4 institutions where leaders can influence members to carry out their duties properly. The leader has been able to carry out the theory of the leader as a director and influence so that members can carry out their duties following the responsibilities that have been given. The type of research used in this research is qualitative research, the qualitative research used is descriptive. And the location of the research conducted was at the Faculty of Economics and Business, Wahid Hasyim University, Semarang. From the results of the research findings, in general, the leaders at Ormawa FEB have carried out their responsibilities well. Judging from the role of the leader as a planner, the leader can plan and make decisions carefully. Leaders also have good morale that can influence their members. Communication at Ormawa FEB is quite good but not optimal, and the leader's work performance is good with the embodiment of excellent work programs at several institutions in the student organization of the Faculty of Economics and Business, Wahid Hasyim University Semarang for the 2021/2022 period.

Keyword :

*Effectiveness; Role of
Leader; Performance*

INTRODUCTION

Leaders as people who are responsible for the implementation of an organization. Leaders are expected to be able to carry out their duties and responsibilities effectively and efficiently (Pakpahan, 2003). With the performance of an effective and efficient leader, indirectly the leader will be an example for his members. Leaders are expected to be role models for members because members will not obey the orders of the leader before the leader sets an example for their members (Simamora et al., 2018). One of the roles of a leader in an organization is that the leader can direct his members to carry out their respective tasks. A leader is someone who can influence a group he leads to achieve certain goals (Simamora et al., 2018). With the strong influence of a leader, members can carry out their responsibilities according to their main tasks and functions in their fields and members have good performance so that organizational goals can be achieved under the vision and mission. In every organization, the leader is responsible for determining the direction of the organization and influencing to move the members of the organization toward the desired goals.

There is a difference between theory and reality in organizational conditions. According to a member of HMJ Islamic Economics, the leaders have not been able to influence members to carry out their duties in the organization. Leaders also often complete the tasks of members. The attitude of the leader can influence members to carry out tasks, so leaders do not need to do their tasks and divide tasks according to the main tasks and functions of each member. In contrast to other institutions in the Student Organization of the Faculty of Economics and Business for the 2021/2022 period at the Management HMJ, Accounting HMJ, Student Executive Body, and Student Representative Council, leaders are already able to carry out the theory of leaders as directors and influences so that members can carry out their duties by the responsibilities that have been assigned. given. Leaders in the Student Executive Body have been able to influence their members. The leader conveys arguments logically so that they can convince their members to carry out their duties properly. Thus, the leader can influence members through the arguments presented. Likewise in the Student Representative Council, the leader can influence its members, and the members are also influenced by what is ordered by the leader because according to one member what is ordered by the leader is indeed for the good of the organization and the leader's thoughts are also in line with the members.

In the leader theory, it has been explained the things that a leader must have and if the leader theory has been implemented by all leaders in every institution in the economics and business faculties student organizations to influence members, then each member will carry out their duties and responsibilities properly to achieve goals organization. Thus the role of the leader in an organization is expected to be able to influence the work of each member in carrying out the tasks assigned to him so that the goals of the organization can be achieved properly. (Pt & Tbk, 2008). From the problems in the Student Organization of the Faculty of Economics and Business, Wahid Hasyim University, Semarang, leaders have not implemented the values that must be owned by a leader which is explained in leader theory. Therefore it can hamper performance in every organization. The solution to this problem is the need for learning and instill the values that must be owned by a leader to run an organization. With the data above, the researcher is interested in research to find out the truth of the arguments conveyed by members of the HMJ Islamic Economics who say leaders have not been able to influence their members and test other institutions whether leaders can influence their members properly. In this study, the authors took the title "Effectiveness of the Leader's Role in Student Organizational Performance at the Faculty of Economics and Business for the 2021/2022 Period".

LITERATURE REVIEW

Effectivity Theory

Mardiasmo (2009:132) Effectiveness is related to achieving policy goals or objectives (utility). Effectiveness is the relationship between output and the goals or objectives that must be achieved (Yunina, 2019). According to Gibson "Effectiveness is the achievement of agreed goals and objectives to achieve common goals. The level of goals and objectives indicates the level of effectiveness. Based on the understanding of effectiveness above, it can be concluded that effectiveness is a measure of the success or failure of an organization in achieving its goals.

Effectiveness indicator; 1. Work performance, Work performance is the result of work achieved by someone in carrying out the task. Job performance can be achieved with sincerity and responsibility towards the duties and roles in the organization. 2. Job satisfaction, Job satisfaction reflects the attitude towards the work done. According to (Hasibuan, 2011) defines that, "Job satisfaction is a pleasant emotional attitude and likes his job. This attitude is reflected in the spirit of work (Rahayu & Rushadiyati, 2021). 3. Careful planning, Planning is the selection of strategies to achieve organizational goals. Careful planning is a planned strategy that is carefully considered. 4. Facilities and infrastructure, Facilities and infrastructure support for the implementation of the organization properly. 5. Assessment from outsiders, Assessment from outsiders is the value given by external organizations or people who are not involved in an organization. 6. Speed in adjusting, Adjustment in this case is an adaptation to the organizational environment or the assigned task. 7. Customize ideas, Adjusting the idea in question is an idea or idea that is planned to be adjusted to organizational goals. 8. Passion for work, Morale is an attitude that shows passion to carry out duties and responsibilities. 9. Open communication, Communication is something that must be built from the start in the organization. In the organization, good communication must be built so that in running the organization there are no misunderstandings. Because of what happened in several organizations, activities did not go according to plan because there was a miscommunication.

Leadership Theory

Winardi defines a leader as someone who, because of his greatness, with or without an official appointment, can influence the group to lead along with achieving certain goals. (Penelitian, Humaniora, Mulyono, et al., 2018). According to Kartono (2010), leaders have their own unique habits, temperament, character, and personality so their behavior and style differentiate them from other people. (Mulyono, 2018).

Matondang (2008: 5) A leader is someone who can influence other people to do or not to do something as desired. (Hamid & Mukzam, 2016).

From the many definitions above, it can be concluded that a leader is someone who can influence, move and direct others in running an organization to achieve certain goals. Marquardt (2002) describes the dimensions of the leader consists of : 1. Systems thinking, 2. Agents of change, 3. Creators, 4. Services and management, 5. Coordinator polychromic (coordinating many things at the same time), 6. Instructors and trainers, 7. Leaders who can develop the vision of the organization

Performance

Organizational performance according to Sobandi (2006) is something that has been achieved by an organization within a certain period, both related to input, output, outcome, benefit, and impact. (Julianry et al., 2017). Bernardin & Russel (1998:239) explains that performance is a record of results resulting from a particular job function or activity over a certain time (Siti Nur Aisah, 2020).

Robbins (2006) states the 3 criteria used to measure performance (Sholihah,

2021) : 1. Quality of work is a good standard that must be owned by employees in carrying out their work; 2. The quantity of work is the amount of work done by an employee in a predetermined time; 3. Work attitude is the actions and obligations that must be carried out by employees in carrying out their duties and responsibilities.

Meanwhile, according to John Miner (1988), suggests 4 dimensions that can be used as a benchmark in performance appraisal (Asriani, et al., 2020) ; 1. Quality is the level of error, damage, and accuracy, 2. Quantity, namely the amount of work produced, 3. Utilization of working time, namely absence, tardiness, and effective working time, 4. Collaboration with others at work.

Leadership Effectivity

Effectiveness is a measure that states how far the target (quantity, quality, and time) has been achieved. Where the greater the percentage of targets reached, the higher the effectiveness (Ajefri, 2017). An effective leader must be able to direct his subordinates to do what the company's goals are without making subordinates feel burdened and a leader must be able to understand what his subordinates want (Ronald P.C. Fanggidae, 2015). So a leader must be able to analyze the needs of his subordinates so that a leadership style can be adjusted according to the circumstances of the organization.

According to Gayla Hodge (2009) in Sudarwan Danim that the characteristics of an effective leader are as follows : 1. Having a Vision, leaders can see where the organization should go before others do, 2. Having a focus on achieving goals, leaders do what makes sense and work for excellence, 3. Winning endorsements, utilizing styles and activities that work best for them as individuals, 4. Naturally focused more on being than doing, leaders need time to know themselves, 5. Knowing how it works, leaders learn from successes and failures, hone skills, and integrate experiences, skills, competencies, and self-awareness, 6. Naturally knows how to harness the power, 7. Not trying to be someone else, a leader understands that working for oneself is the best, 8. Looking for people with different traits of effectiveness, leaders not only respect others but also depend on others to fill the void, 9. Developing strengths, where the leader builds on his strengths while working to improve his weaknesses.

RESEARCH METHOD

The Type of Research

The type of research used in this research is qualitative research, the qualitative research used is descriptive. The analysis was carried out by conveying data in verbal form and placing more emphasis on contextual issues and not being tied to numbers and calculations.

The Location of The Location

The location of the research conducted was the Faculty of Economics and Business, Wahid Hasyim University, Semarang.

Research Focus

The Role of Leaders in the Departmental Student Association) or HMJ. In this case HMJ Management, HMJ Islamic Economics, and HMJ Accounting:

a. Work performance ; 1) Empowering members to have good cooperation, 2) Provide encouragement and advice to members, 3) The planned work program is running.

b. Careful planning ; 1) The decisions taken have been carefully considered, 2) Work programs carried out following the vision and mission/objectives of the organization. 3) Dividing tasks according to each field/division

c. Spirit at work ; 1) Discipline in following the activities carried out, 2) Commitment to an organization that is led by prioritizing the interests of the organization over others

d. Open Communication ; 1) Build communication from small things, 2) Convey all important information to members

The Role of a Leader in the Student Executive Body/BEM:

a. Work performance ; 1) Empowering members to have good cooperation, 2) Provide encouragement and advice to members, 3) The planned work program is running, 4) Able to fight for the aspirations of students in the campus bureaucracy, 5) As executor of existing problems within the faculty (for example: lack of space to develop students' talent interests)

b. Careful planning ; 1) The decisions taken have been carefully considered, 2) Work program implemented according to vision and mission, 3) Dividing tasks according to the ability of members,

c. Spirit at work ; 1) Discipline in following the activities carried out, 2) Commitment to an organization that is led by prioritizing the interests of the organization over others

d. Open Communication, 1) Build communication from small things, 2) Provide all important information to members

The Role of a Leader in the Student Representative Council/DPM:

a. Work performance ; 1) Empowering members to have good cooperation, 2) Provide encouragement and advice to members, 3) The planned work program is running

b. Careful planning ; 1) The decisions taken have been carefully considered, 2) Work program implemented according to vision and mission, 3) Dividing tasks according to the ability of members,

c. Spirit at work : 1) Commit to improve Ormawa well with the realization of work programs from DPM (for example the formulation of laws), 2) Supervision every activity carried out by DPM and institutions within FEB

d. Open Communication ; 1) Build communication from small things, 2) Provide all important information to members.

Data Source

This research uses primary and secondary data. The secondary data used in this research is the results of the accountability report (LPJ) at the end of the period that has been made. In this study, the research was conducted through a purposive sampling technique. People who are key informants in using this technique are leaders in the Student Organization of the Faculty of Economics and Business, Wahid Hasyim University Semarang for the 2021, and 2022 period. The informants were one of the daily management bodies or BPH and representatives of divisional members from each institution.

Fieldwork research was conducted through both observation and interview. The data analysis technique used in this study is the interactive model data analysis proposed by Miles and Huberman: 1. Data collection, 2. Data Reduction, 3. Data Display, 4. Conclusion Drawing

RESULT AND DISCUSSION

STUDENT REPRESENTATIVE COUNCIL (DPM)

Carrying out its roles and functions as a leader, the leader of the Student Representative Council / DPM FEB must be able to design a work program that will be carried out for one period of management. In planning a work program, leaders must plan it carefully and must be following the vision and mission. Vision and mission are

goals and steps to realize the organization. Apart from being by the vision and mission in planning the work program, it must be following the GBHO/GBHK (Outline of Organizational Policy/Activity Outline) as a reference for student organizations or Ormawa in running the organization. This GBHO/GBHK does not only apply to DPM but also applies to all institutions in Ormawa FEB.

The results of the research show that the DPM leaders in designing programs are under the vision and mission. And in organizational decision making leaders are not authoritarian and leaders often communicate, offer, and discuss decisions before they are decided. The DPM Secretary said that from the beginning of the management to the end in carrying out the organization guided by the AD/ART (State of Association/Bylaws) and GBHO/GBHK (Outline of Organizational Policy/Outline of Activity Direction). Because these guidelines are made as a reference for institutions in implementing organizations. By following the organizational guidelines, the implementation of the organization will be more structured.

To carry out his duties as a leader, in which the leader is an example for members, the leader must have enthusiasm in carrying out his duties. The leader's work spirit is implemented in the embodiment of organizational improvement. Where DPM is the highest legislative organization in student organizations which has the task of formulating laws and regulations for the good of Ormawa FEB. The results of interviews with members of the legislative body said that one of the goals of being chairman was to organize Ormawa, especially DPM. This was realized by the formulation of SPPK which did not exist in the previous period. It's the same as what the DPM secretary said that the leader has been able to improve the organization by realizing the 3 DPM functions. From the results of observations made by researchers, DPM has shown that DPM leaders can realize their vision and mission to improve the organization by realizing several new programs that did not exist in the previous period. It can be seen that the leader of DPM FEB is serious about carrying out his role.

Communication is the main key for an organization to run well. If communication within the organization is bad it can cause misunderstandings in carrying out their duties. Communication is the main thing that must be built by a leader before the leader instructs tasks to members of the organization. In carrying out his duties as a leader in DPM FEB. Leaders have their character in communicating. The results of the study show that leaders have good communication with all members. The way the leader communicates is not monotonous which causes members not to be awkward to discuss with the leader. From the results of observations observed by dream writers at DPM FEB, they have a communication style that is capable of anyone. This is what causes good communication in DPM.

The work performance of the leader cannot be separated from the role of the members as executors of the work program. In carrying out its role as a leader, the leader must be able to empower members to have good cooperation, so that the planned work program is carried out. In carrying out the work program the role of the leader plays a role in encouraging and advising members so that members are motivated in carrying out their duties.

The results of interviews with the DPM secretary explained that leaders have been able to direct members to carry out their duties and responsibilities properly so that organizational goals can be achieved. This is evidenced by the ongoing work programs that have been planned although there are still several evaluations that need to be corrected and there are also several programs that have not yet been implemented. The leader's work achievements in this period were the implementation of a superior work program, namely PESMA (Student Voting). Student Voting is the election of leaders within the Faculty of Economics and Business student organizations which is carried out democratically for all students of the Faculty of

Economics and Business. The implementation of student voting is an improvement from the previous period, where in the previous periods the leaders were only elected by students who were members of student organizations and several students. In carrying out PESMA it can already run but still needs improvement because in the implementation there are still some deficiencies found.

The researcher observed that running the DPM FEB work program had gone well with the activities that had been running during that period. And in the implementation of PESMA (Student Voting) which is a leading work program, has been running smoothly and has produced democratic leaders by all FEB students. However, there are still some deficiencies in the implementation of PESMA (Student Voting) which can be used as an evaluation for the next PESMA to be even better. And based on the results of observations made by the author, it shows that DPM has carried out its duties in the field of supervision of executive institutions within the Faculty of Economics and Business. The DPM supervisory commission has been able to carry out supervision in each institution but the implementation is still not optimal because there are several activities in one of the institutions that are not accompanied by the DPM supervisory commission.

THE STUDENT EXECUTIVE BODY (BEM)

The student executive body or BEM is an intra-campus student organization and is the highest executive body. Carrying out organizational activities can not be separated from the role of leaders as directors and planners. Leaders are also responsible for the success or failure of the organization. In making decisions, it is expected to be able to make the best decisions. In implementing the work program, it is carefully considered and follows the goals of the organization. In planning the work program can not be separated from the guidelines of the organization. In the Student Organization, the Faculty of Economics and Business has guidelines, namely GBHO/GBHK to carry out the role of Ormawa within the Faculty.

The results of the interviews show that in the planning process, each work program formulates a program design that will be proclaimed by the divisions. In designing the work program, the department heads/division heads are guided and assisted in following their duties, principles, and functions. After all work programs have been designed, the final decision is still discussed with the leader.

The leader is the holder of responsibility in an organization. The success or failure of an organization cannot be separated from the role of a leader. The leader becomes a benchmark for the discipline of members in carrying out their duties. Because leaders are role models for members. Likewise with the spirit of organization members can be influenced by leaders. The results of the study show that the leader is disciplined in meeting time. Some members consider that the leader has morale as evidenced by being disciplined on time / being punctual in attending a discussion.

In carrying out their function as a leader, the leader must be able to build an organizational atmosphere that is fun, not scary. To create this, leaders are expected to have a strategy or character to create a comfortable atmosphere. A comfortable atmosphere is created by the leader so that there is no awkwardness in the organization. Because if there is awkwardness in the organization there will be communication gaps that cause the organization to not run well. If members are awkward in expressing arguments or complaints it causes problems in the organization. How can an organization run a program for the common good if the internal conditions of the organization still have problems? The results of the interviews show that communication from leaders at BEM FEB tends to be weak. Weak communication is one of the factors that cause a lack of closeness between leaders and members. From not building good communication resulting in a low commitment to the organization. So that the work program is not realized.

Each institution in the student organization has its duties and roles. The Student Executive Body is the highest executive body in the Ormawa environment. One of his duties is to channel student aspirations to the campus bureaucracy. And one measure of the success of BEM is the channeling of student aspirations. In channeling student aspirations, the role of a leader is needed in provide direction and encouragement so that the delivery of aspirations can reach the desired goal. From the results of interviews from BEM, they have been able to convey the aspirations of students. In carrying out its duties and roles, BEM has voiced and fought for student aspirations. Channeling the aspirations of students requires a long process. The results of the research show that the success of channeling these aspirations lies in the result that these aspirations can be realized because the final decision depends on the campus bureaucracy. BEM is only a bridge for student aspirations to the bureaucracy, not a determinant of results. Because it often happens that in conveying aspirations there is no result because the decision of the Dean is unanimous and cannot be contested.

BEM's achievements are not seen from the progress of channeling student aspirations but are also measured by how many work programs are running. Judging from the LPJ at the end of the period, in one student executive board, there were already many work programs that were running, but there were several programs that had not yet been implemented. The work program did not work due to several internal constraints on BEM itself.

MANAGEMENT STUDENT ASSOCIATION (HMK Management)

Leaders as decision-makers in the organization. And the leader has the right to the decisions that will be taken. Even though the leader at HMJ Management has the prerogative to decide something according to the leader's wishes, at HMJ Management this is not the case. The leader gives the rights to other members to express their opinions. And Leaders tend to consider carefully and ask members for suggestions before being approved. Thus the leaders are quite effective and not authoritarian in making decisions.

The design of the work program is intended as the foundation of the organization to achieve organizational goals. And in determining activities, they must be adjusted to the goals or vision and mission of the organization so that they are aligned with the expected output. From the results of interviews with the Kadiv in the country, it was stated that in planning the work program at HMJ the management leader considered carefully and in making decisions he did not decide alone and the decision-making involved other members.

From the leader's mission at HMJ Management, there is 1 mission that has not been carried out, namely to provide a place for talent interests for management students. In 1 management period, it has not been able to provide a place for management students. Following the results of observations by the author that in the management study program, there are still many talents that have not been channeled because there is no place for students to channel these talents. Except for students who take the initiative to join organizations or UKM according to their respective fields.

To carry out its role as a role model for its members, leaders must set a good example. Being a role model is not only ordering but also exemplifying directly. Leaders at HMJ Management believe that setting an example is by action not by words. Leaders are fully aware of their responsibilities, so with that leaders always want to provide the best for HMJ Management.

Discipline in time is the spirit of work directed by the HMJ Management leader in carrying out his responsibilities. The leader always arrives earlier than the other members. And without being ordered the members will follow the time discipline of the leader. The discipline of the HMJ Management leader wants to change the habits of members who don't respect time. The responsibility of the leader can also be seen in

the leader's commitment to the organization he leads. Everyone must have many activities besides the organization. Likewise, HMJ Management leaders work in the middle of a decision period. And work doesn't prevent you from taking time to come when there are activities. So the leader continues to carry out his responsibilities on the sidelines of busy work.

Leaders as people who influence members must be able to create chemistry with their members. Leaders at HMJ Management have a character in communicating. Some of the leaders' characters in communication with their members

1. Discuss random things
2. Respect for members
3. Joke in the WA group
4. Humorous when meeting in person

The leader always informs important information in the WA group and the leader is also democratic in delegating members in a certain event by giving freedom to those who want to participate and by listing the names of the groups quickly.

From the author's observations, the leaders at HMJ Management tend not to always open discussions on serious matters related to the organization. This is because members feel closer to the leader. From the communication built by HMJ leaders, Management has been effective in creating closeness between leaders and members. Making it easier for leaders to instruct task to members.

Running a major Student Association is not as easy as imagined. The departmental student association is the organizer of activities within the study program or department. In addition to the work programs that have been prepared and must be carried out, the role of HMJ is also to assist the Head of the Study Program in running programs for management students. In carrying out one period the leader can provide understanding to members so that members continue to carry out HMJ activities and Study Program activities without feeling burdened by the task. The results of the research show that there is no superior work program at HMJ Management but the role of HMJ is always with the Head of Study Program to run programs for the Management Study Program. And in carrying out programs from the Study Program together with HMJ's activities. Leaders can empower members to participate in helping PRDI activities and carry out their respective work programs so that both can run well.

Judging from the author's observation and LPJ at the end of the HMJ period, management had not been able to carry out all the programs that had been planned. There is a mission from the leader that has not yet been carried out which is related to providing a forum for the interest of management students. The mission did not work because of the time factor and the human resources in the division were not responsible for the work program.

Islamic Economics Student Association (HMJ Ekonomi Islam)

Leaders as supervisors and assistants in the organization play a role in every activity that will be carried out in the organization. All activities that will be carried out must be based on the decision of the leader. From the results of the interviews, it was stated that in designing the concept of the activities to be carried out there was the full contribution of the leaders at HMJ Islamic Economics. The leader as a companion accompanies members in carrying out activities even though the leader has never been present at the mentoring because there are more important interests. Broadly speaking, the leader has accompanied the members in each activity.

In designing the work program the leader gives rights to the division regarding the work program to be carried out. After making a work program the leader chooses a work program that is feasible and not. This involves leaders as decision-makers. Because the dreamer is also responsible for the implementation and non-implementation of the work program. In planning and deciding on the work program,

the leader directs the work program according to the conditions required by the organization and the Islamic economics study program. By looking at the conditions needed and adjusting to the vision and mission of the leader.

The leader usually supervises every activity from preparation to implementation. However, several activities were not accompanied by the leader of the HMJ for Islamic Economics. With mentoring the leader will know where the shortcomings of the activity are so that the leader can direct it in a better direction. With that, the supervision of the leader has a good impact on the implementation of activities.

In addition to supervising, as a leader, you must also be committed to always following the activities carried out by the organization as a form of responsibility of a leader in the implementation of work programs. The results of the interviews showed that the leader was disciplined in following the activities carried out by the organization, but several times the leader permitted it because there were more important activities that the leader could not leave behind. With this statement, the leader can already be said to have a spirit of organization and can influence members.

Leaders in addition to designing activity plans and providing motivation to each member, leaders at HMJ Islamic Economics must also be able to influence members to carry out their respective tasks. As well as leaders in other institutions. Leaders at HMJ Islamic Economics also have a way to influence each member so that closeness can be established. In establishing closeness with other people, good communication is needed. In an organization, it is necessary to have good communication between members so that in carrying out work programs there is no feeling of awkwardness or embarrassment that causes activities not to go well.

In carrying out communication the leaders at HMJ Islamic Economics started personal communication. With a personal approach by the leader, members will feel more comfortable and feel a special approach from the leader. With this approach, leaders and members are not clumsy and it is easier to coordinate organizational problems.

Work performance is memorable in one period of the organization. In implementing a work program that involves figures, the collaboration between management is needed to make the event a success. And good cooperation is created by leaders with the motivation and encouragement given. A leader who can provide good encouragement and motivation to members, it affects the performance of members in carrying out their duties.

At HMJ Islamic Economics, they have been able to carry out the work programs that have been prepared and one of them has been the implementation of a superior work program which has made us proud in that period. From the results of interviews with members of the HMJ Islamic Economics, it was stated that several work programs were not running because the preparations were still immature due to the time and busyness of the members which hindered the work program. But in the 2021/2022 period, there is 1 work program that has been running and includes work achievements for that period. The work program in question is the work program of the study and scientific division, namely the national webinar with the title "Empowerment of Islamic boarding schools through the development of an independent business" which was hosted by Dr. H. Nur Abadi, S.Ag., M.Sc (Head of PD Pontren Regional Office of the Ministry of Religion of Central Java Province and H. Taj Yasin Maimoen (Paglima santri gayeng Nusantara) were able to present extraordinary sources so that many participants participated in the event. And the event was published in the newspaper so that directly there has been an increase in HMJ Islamic Economics in a better direction.

Accounting Student Association (HMJ Accounting)

Leaders are also responsible for the success or failure of the organization. Carrying out its roles and functions as a leader, the leader of HMJ Accounting must be able to make the best decisions in every decision. In making decisions, leaders are expected to be able to choose the best decisions for the good of the organization. Same with other leaders. The leader at HMJ Accounting has full rights to decide a case at HMJ Accounting. The results of the interviews show that the leader in decision-making involves other members. So the decision-making is done by deliberation without any unilateral decision.

To carry out its role the leader must set a good example. Being a role model is not only ordering but also exemplifying directly. Leader. With discipline, leaders are fully aware of their responsibilities, so with that leaders always want to give the best for HMJ Accounting. The working spirit shown by the leaders at HMJ Accounting is a disciplined leader following the activities carried out by HMJ Accounting. But in one period the leader also had permission due to several more important activities including lectures. And after college, he continued to take part in HMJ Accounting activities.

Carrying out its function as a leader, the leader at HMJ Accounting has a strategy to create a harmonious atmosphere. A harmonious atmosphere is created by the leader so that there is no awkwardness in the organization. Because if there is awkwardness in the organization there is a communication gap that causes the organization to not run well. The leader creates a harmonious work environment by being able to lighten the atmosphere in every activity so that other members feel comfortable in the organization without being awkward communicating.

In each period of the organization the leaders have their own goals and the goals of the leader are responsible for the implementation of the work program. The results of the interviews show that during this period a superior work program was carried out. This work program did not run in the previous period and can be implemented in the 2021/2022 period. The implementation of this work program requires cooperation between members. Because this is a program that has not previously been implemented and the previous management has not had experience in carrying out these activities.

The work program in question is an accounting fair that is targeted in this activity are all accounting students. This activity is a challenge for members because in the previous period, it was not implemented so there was no experience implementing this program. And the accounting fair activity is going well, but there are still some deficiencies that can be used as an evaluation for better further activities.

CONCLUSION

Leaders act as designers of work programs and organizational decision-makers. In making decisions the leader can make the best decisions and decision making is not decided unilaterally by the leader. At Ormawa FEB leaders can plan and make decisions well. Leaders as an influence on the spirit of the organization. Work enthusiasm is shown by leaders to improve organization and discipline in participating in activities. So that the working spirit of leaders at Ormawa FEB is effective on organizational performance. Leaders as communication builders with members to establish personal closeness with members. This is necessary because closeness can make it easier for leaders to communicate matters related to the organization. In Ormawa FEB, in general, the leader already has good communication with members, although there is one institution that is not good at communicating. The leader is responsible for the implementation of the organization. The implementation of activities cannot be separated from the performance of members in implementing work

programs that are already underway. Each institution has its work performance and cannot be separated from several work programs that have not been implemented. So the work performance of the leader can be said to be effective on the performance of the members, but it is still not optimal.

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