Influence of Leadership Style, Team Attachment, and Teamwork on the Performance of the Regional Election Winning Team in Indonesia

Research on the Indonesian Independent Farmers Organization of Central Java Province

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ABSTRACT

This study aims to analyze the influence of leadership style, team involvement, and teamwork on the performance of election campaign teams in Indonesia, especially within the Independent Indonesian Farmers organization in Central Java Province. The methodology used is a quantitative approach using purposive sampling techniques, involving 60 respondents as a sample. Data was collected through a Likert scale-based questionnaire to measure respondents' perceptions of the variables studied. Data analysis was carried out using SPSS software, by testing validity, reliability, normality, heteroscedasticity, and applying multiple regression analysis, F test, and T test. The implications of these findings provide strategic insights for the Independent Indonesia Farmers organization to improve the effectiveness of election campaign teams by strengthening effective leadership practices, increasing active involvement of team members in every stage of the campaign, and promoting collaborative synergy among team members to optimally achieve common goals. This research makes an important contribution in the context of election campaign management at the organizational level, by highlighting the importance of internal factors such as leadership and teamwork in achieving expected performance. The next step could involve developing more specific strategies and training programs to reinforce aspects that have been identified as key to success in the context of an election campaign.

Keywords: leadership style, team engagement, teamwork, performance, election campaign team.

Pengaruh Gaya Kepemimpinan, Keterikatan Tim, dan Kerjasama Tim terhadap Kinerja Tim Pemenangan Pilkada di Indonesia

Penelitian pada Kelompok Tani Mandiri Indonesia Provinsi Jawa Tengah

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan, keterlibatan tim, dan kerja tim terhadap kinerja tim kampanye pemilu di Indonesia, khususnya di dalam organisasi Petani Indonesia Mandiri Provinsi Jawa Tengah. Metodologi yang digunakan adalah pendekatan kuantitatif menggunakan teknik purposive sampling, melibatkan 60 responden sebagai sampel. Data dikumpulkan melalui kuesioner berbasis skala Likert untuk mengukur persepsi responden terhadap variabel yang diteliti. Analisis data dilakukan dengan menggunakan software SPSS, dengan menguji validitas, keandalan, normalitas, heteroscedastisitas, dan menerapkan analisis regresi berganda, uji F, dan uji T. Implikasi dari temuan ini memberikan wawasan strategis bagi organisasi Petani Indonesia Mandiri untuk meningkatkan efektivitas tim kampanye pemilu dengan memperkuat praktik kepemimpinan yang efektif, meningkatkan keterlibatan aktif anggota tim di

setiap tahap kampanye. dan mempromosikan sinergi kolaboratif antar anggota tim untuk mencapai tujuan bersama yang optimal. Penelitian ini memberikan kontribusi penting dalam konteks pengelolaan kampanye pemilu di tingkat organisasi, dengan menyoroti pentingnya faktor internal seperti kepemimpinan dan kerja tim dalam mencapai kinerja yang diharapkan. Langkah selanjutnya mungkin melibatkan pengembangan strategi dan program pelatihan yang lebih spesifik untuk memperkuat aspek yang telah diidentifikasi sebagai kunci keberhasilan dalam konteks kampanye pemilu.

Kata Kunci: leadership style, team engagement, teamwork, performance, election campaign team.

INTRODUCTION

In the context of elections in Indonesia, the winning team plays an important role in directing strategy and ensuring the success of the campaign. The team's performance is often influenced by leadership style, team member attachment, and the effectiveness of teamwork. Leadership style can determine the direction of an organization through a leader's ability to influence and direct the team according to a common goal. Studies show that democratic leadership has a positive influence on employee performance by creating an inclusive and supportive work environment (Hilal et al., 2023).

In addition, team members' attachment to the organization's vision and mission is a key aspect in creating intrinsic motivation and synergy. Factors such as trust, reward, and clarity of roles contribute to stronger attachments, which in turn increases efficiency (Kaur & Jaiswal, 2025; Umrani et al., 2024). Research (Ojo, 2021) It also revealed that well-organized teamwork is able to overcome external challenges such as time pressures and limited resources, especially in dynamic environments.

Effective teamwork depends not only on coordination but also on members' ability to take advantage of a diversity of skills and experiences. In this case, teamwork becomes a forum to express ideas creatively and increase collective capacity. Research (Amalia, 2024) mentioned that a combination of adaptive leadership style and synergistic teamwork can provide optimal results in achieving organizational goals .

Thus, this study aims to analyze how leadership style, member attachment, and teamwork affect the performance of the election winning team in Central Java Province carried out by the Independent Indonesian Farmers organization. Where Tani Merdeka Indonesia itself is an organization that gathers farmers, farm workers, fishermen, and workers in other agricultural sectors to be *politically literate* and critical in dealing with existing policies in this country. Tani Merdeka Indonesia itself is led directly by Don Muzakir and Sudaryono, as the Chairman of the Advisory Board who direct how Tani Merdeka Indonesia moves and helps in winning elections.

Therefore, in this regard, this research will specifically focus on three main elements that are considered crucial in determining the success of the election campaign team, namely leadership style, member attachment, and teamwork. These three aspects are seen as the main foundation in creating solid synergies among team members, which in turn will have a direct impact on the achievement of the campaign's strategic objectives. Through an in-depth analysis of these three variables, this study is expected to provide comprehensive strategic insights for policymakers and political practitioners, especially in designing strategies to increase the effectiveness of campaign teams in the upcoming elections. Thus, the results of this research are not only academic, but can also be implemented practically in the context of campaign organization, in order to encourage the

creation of an adaptive, collaborative, and results-oriented team.

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THEORETICAL STUDIES
Leadership Style

Leadership style is a consistent pattern of behavior displayed by a leader in influencing, directing, and motivating members of an organization to achieve specific goals. According to Robbins (1993) in (Domfeh et al., 2016), leadership is the ability to influence the group in achieving common goals. Leadership includes not only the process of direction but also a balanced distribution of power between leaders and followers (Zhong et al., 2024).

Kouzes and Posner mention that effective leadership integrates a clear vision, the development of others, and the empowerment of team members (Kouzes, James M.; Posner, 2003). The leader's function includes as a communicator, mediator, and integrator who ensures the sustainability of the organization. Some of the indicators that are often used to measure the effectiveness of a leadership style include: Clear Vision, Communicationand Motivation.

Attachment in the Team

Team engagement refers to the extent to which team members have emotional, cognitive, and physical commitment to tasks, team goals, and interpersonal relationships within them. According to (Huang & Fei, 2020) Attachment occurs when an individual fully utilizes himself physically, cognitively, and emotionally during the performance of his role. This includes a sense of belonging, connection, and dedication to the team (Ongore, 2014).

Attachment within the team is an essential element that promotes productivity, creativity, and healthy working relationships. It is also associated with intrinsic motivation and higher job satisfaction. Some indicators of attachment within a team include: Effective communication, Trust between membersand Dedication to team goals (Yamamoto et al., 2022).

Teamwork

Teamwork is a collaborative process in which individuals with different skills, roles, and responsibilities work together to achieve a Shared Goal (Kohn, 2024). According to (Sten et al., 2023) Teamwork is a small group of people with complementary skills who are committed to a common goal, agreed approach, and collective accountability.

In organizations, teamwork is important to improve efficiency, solve problems creatively, and utilize a wide range of members' abilities. An environment that supports teamwork tends to result in higher performance and continuous innovation (Ramus, 2002). Some of the indicators that are often used to measure teamwork are: clear roles and responsibilities, supportive leadership, and collaborative decision-making.

Performance

Performance is the result or output of work achieved by individuals or groups in accordance with predetermined goals. According to (Puryana & L., 2022) Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given. While (Kuhil et al., 2019) Define performance as the result of an employee's work contribution to the organization.

Performance is one of the main indicators of organizational success because it shows the extent to which individuals or groups are able to achieve targets effectively and efficiently. Factors that affect performance include individual abilities, motivation, leadership, work culture, and work environment (Environment et al., 2023). Some of the indicators that are often used to measure performance are: Quantity of Work, Quality of workand Effectiveness.

Hypothesis
The Influence of Leadership Style on Performance

Leadership style plays an important role in determining organizational performance. Recent studies (Englmaier et al., 2025) shows that the right leadership interventions can significantly improve team performance. Teams that received leadership training showed increased task completion and higher efficiency compared to teams that did not receive such training. This confirms that an effective leadership approach can be a catalyst in increasing productivity and achieving organizational goals.

In addition, the research (Ali et al., 2024) reveals that transformational and transactional leadership styles have a positive impact on employee retention, with employee engagement as an important mediator in these relationships. Transformational leadership, which emphasizes inspiration and motivation, significantly increases employee engagement, which in turn strengthens their loyalty and performance. In contrast, transactional leadership does not show a significant direct influence on employee engagement. These findings highlight the importance of choosing a leadership style that is appropriate to the organizational context to achieve optimal performance.

H1: Leadership style has a positive influence on performance

The Influence of Attachment in the Team on Performance

Attachment in the team plays a crucial role in determining the level of collective performance in the organization. A high level of engagement encourages team members to collaborate with each other, share knowledge, and show a sense of responsibility towards achieving Shared goals (Muzaki et al., 2023). Through strong interpersonal relationships, a supportive work environment is created, where effective communication and trust mutually reinforce

productivity. Teams with high engagement are generally better able to overcome challenges, maintain motivation, and improve operational efficiency.

Additionally, attachment within the team strengthens members' emotional commitment to the organization, thereby increasing workforce retention and accelerating the achievement of strategic targets (Cachón-Rodríguez et al., 2022). Recent studies reveal that teams that have a high level of emotional attachment are not only more productive, but also more innovative in the face of changing business environments. Therefore, strengthening attachment within the team is a key factor to create a competitive advantage and improve organizational performance on an ongoing basis.

H2 : Loyalty in the team has an influence on performance

The Influence of Team Performance on Performance

Effective team performance is the main foundation in determining the success of the organization's overall performance. Teams that have strong coordination, synergistic collaboration, and a commitment to common goals tend to be able to produce higher outputs in terms of productivity, innovation, and operational efficiency. The achievement of optimal team performance depends not only on individual skills, but also on how each member contributes to optimizing collective work processes, building open communication, and sharing responsibility in achieving the end result (Ficapal-Cusí et al., 2021).

Furthermore, superior team performance contributes to improving organizational competitiveness by accelerating decision-making processes, reducing the rate of operational errors, and encouraging adaptation to changing business environments (Santa et al., 2010). Recent studies show that organizations that are able to systematically manage and develop team

performance tend to have higher employee retention rates, better job satisfaction, and more consistent target achievement. Thus, strengthening team performance is a key strategy in an effort to build a sustainable and highly competitive organization in the current dynamic era.

    H3: Team Performance Has an Influence on Performance

RESEARCH METHODS

This research is quantitative, using a population in the form of research objects from members of the Winning Team of one of the candidates in Indonesia. Sample : {(5-10)x number of indicators) = 5 x 12 = 60. So it was concluded that 60 respondents were needed in accordance with the provisions. Purposive sampling data collection technique, intentional data collection using gform. The data collection scale with a likert scale with a score of 1 to 5. The data analysis test technique used SPSS software. Data analysis techniques are in the form of validity and realism tests, classical assumption tests, multiple regression analysis, and hypothesis tests.

RESEARCH RESULTS
Validity test

The validity test aims to determine the extent to which a questionnaire can be considered valid, especially in terms of the accuracy and accuracy of its measurements. A data is declared valid if the calculated *r value* is greater than *the r of the table*. In this study, the number of respondents was 60 people, so the r-value *of the table* could be calculated using the formula df = n - 2, which is 60 - 2 = 58. With a significance level of 0.05, *the r-value of the table* obtained is 0.254. The following is a table of validity test results.

Table 1: Leadership Style Validity

		X1.1	X1.2	X1.3
X1.1	Pearson Correlation	1	.540	.800
	Sig. (2-tailed)		.040	.009
	N	60	60	60
X1.2	Pearson Correlation	.454	1	-.184
	Sig. (2-tailed)	.003		.020
	N	60	60	60
X1.3	Pearson Correlation	.708	.484	1
	Sig. (2-tailed)	.009	.010	
	N	60	60	60

The validity test results for the Leadership Style variable show that all three question items are declared valid. This is indicated by the *calculated r-value* of each item, which is 0.540, 0.454, and 0.800, all of which are greater than *the table* r-value of 0.254. Therefore, all three items can be considered valid.

Table 2: Validity of Attachment in a Team

		X2.1	X2.2	X2.3
X2.1	Pearson Correlation	1	.643	.528
	Sig. (2-tailed)		.005	.009
	N	60	60	60
X2.2	Pearson Correlation	.643	1	.718
	Sig. (2-tailed)	.005		.003
	N	60	60	60
X2.3	Pearson Correlation	.628	.518	1
	Sig. (2-tailed)	.039	.038	
	N	60	60	60

The validity test results for the Team Attachment variable show that all three question items have met the validity criteria.

The *calculated r* values for each item are 0.643, 0.528, and 0.718, all of which are greater than *the table r* of 0.254. Thus, the three items are declared valid.

Table 3: Teamwork Validity

		X3.1	X3.2	X3.3
X3.1	Pearson Correlation	1	.636	.604
	Sig. (2-tailed)		.785	.118
	N	60	60	60
X3.2	Pearson Correlation	.706	1	.545
	Sig. (2-tailed)	.785		.735
	N	60	60	60
X3.3	Pearson Correlation	.604	.545	1
	Sig. (2-tailed)	.118	.735	
	N	60	60	60

The validity test results for the Team Performance variable show that all three question items are valid. The *calculated r* values for each item are 0.636, 1, and 0.545, which are all greater than *the table r* of 0.254. Therefore, all three items can be considered valid. As for all variables, Cronbach's Alpha value is 0.991, which explains that it meets the reliability criteria. Cronbach's Alpha value that exceeds the minimum limit of 0.6.

Therefore, it can be concluded that the variables used in this study are reliable and meet the reliability test criteria. Furthermore, the normality test is used to determine whether the data in a sample follows a normal distribution or not. Normal distribution means that the data is symmetrically dispersed with most of the values gathered around the mean. This test is important because many statistical analyses, such as

regression and t-test, assume that the data is normally distributed. Some common methods for testing normality are Kolmogorov-Smirnov**,** Shapiro-Wilk, as well as looking at graphs such as histograms **and** Q-Q plots.

Table 4: One-Sample Kolmogorov-Smirnov Test Leadership Variables

		X1
N		60
Normal Parameters[a,b]	Mean	8.8167
	Std. Deviation	2.23600
Most Extreme Differences	Absolute	.108
	Positive	.108
	Negative	-.099
Test Statistic		.108
Asymp. Sig. (2-tailed)		.077c

Based on the table above, the normality test shows the value *of Asymp. Sig.* of 0.077, which is greater than 0.05. In accordance with the basis for decision-making in the normality test using the Kolmogorov-Smirnov, it can be concluded that the residuals in equation 1 have been distributed normally.

Table 5: One-Sample Kolmogorov-Smirnov Test Attachment in the Team

		X2
N		60
Normal Parameters[a,b]	Mean	9.4333
	Std. Deviation	2.27266
Most Extreme Differences	Absolute	.102
	Positive	.102
	Negative	-.098
Test Statistic		.102
Asymp. Sig. (2-tailed)		.198c

Based on the table above, the normality test shows the value *of Asymp. Sig.* by 0.198, which is greater than 0.05. In accordance with the basis for decision-making in the normality test using the Kolmogorov-Smirnov, it can be concluded that the residuals in equation 1 have been distributed normally.

Table 6: One-Sample Kolmogorov-Smirnov Test Teamwork

		X3
N		60
Normal Parameters[a,b]	Mean	8.4667
	Std. Deviation	2.48020
Most Extreme Differences	Absolute	.141
	Positive	.141
	Negative	-.115
Test Statistic		.141
Asymp. Sig. (2-tailed)		.075c

Based on the table above, the normality test shows the value *of Asymp. Sig.* by 0.075, which is greater than 0.05. In accordance with the basis for decision-making in the normality test using the Kolmogorov-Smirnov, it can be concluded that the residuals in equation 1 have been distributed normally.

Table 7: One-Sample Kolmogorov-Smirnov Test Team Performance

|		Y
N		60
Normal Parameters[a,b]	Mean	9.0500
	Std. Deviation	2.22028
Most Extreme Differences	Absolute	.101
	Positive	.092
	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.198c

Based on the table above, the results of the normality test show the value *of Asymp. Sig.* by 0.198, which is greater than 0.05. Thus, according to the basis for decision-making using the Kolmogorov-Smirnov normality test, the residuals in equation 1 can be concluded to have been distributed normally.

Heteroscedasticity test is a procedure in regression analysis that is used to detect whether there is an inequality of variance from the residual (error) in each predictor value. In a good regression model, the residual variance should be constant (homocedasticity). If the residual variance fluctuates (enlarges or decreases) depending on the predictor value, then

Heterokedasticity test

heteroscedasticity occurs, which can interfere with the validity of the analysis results. Tests that are often used to detect heteroscedasticity include the Glejser Test, the Breusch-Pagan Test, and the White Test. In addition, it can also be seen through the pattern on the scatterplot between the residual and the predicted value.
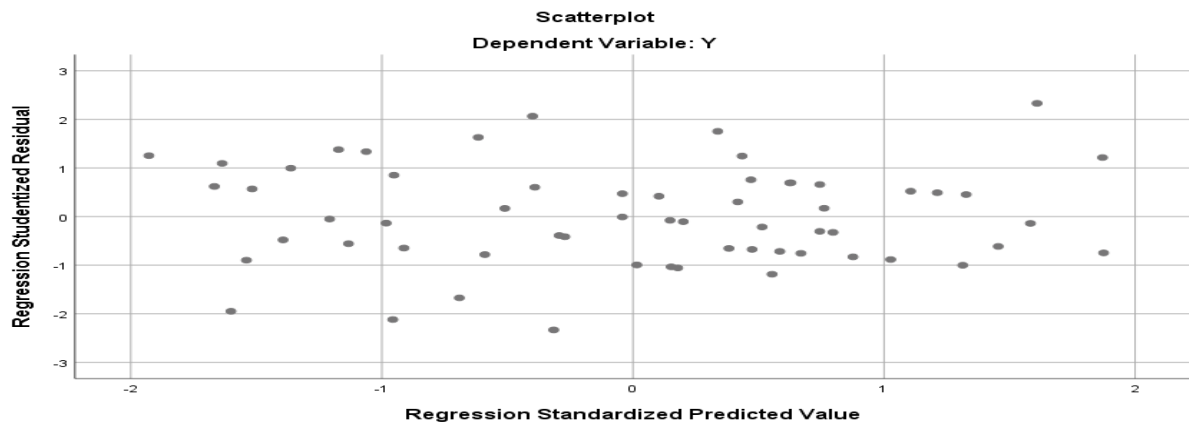
Picture 1: Scatterplot

In the scatterplot graph image, the distribution of data points appears to be scattered randomly without forming a specific pattern. This indicates that there were no symptoms of heteroscedasticity in this study.

Determination coefficient test

The coefficient of determination test is a statistical analysis used to measure how much of the proportion of variation in a dependent variable (Y) can be explained by an independent variable (X) in a model. The value of the determination coefficient is usually expressed in the form of R^2 (R Square), with a value range between 0 to 1. The closer it is to 1, the greater the model's ability to explain the variation in data. For example, an R^2 of 0.80 means that 80% of the variation in variable Y can be explained by the model, while the rest (20%) is influenced by other factors outside the model.

Table 8: Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.352a	.124	.777	2.13328

a. Predictors: (Constant), X3, X1, X2

Based on the results of the analysis, the Adjusted R Square value of 0.777 indicates that 77.7% of the variability in the mediation variable can be explained by independent variables, while the remaining 22.3% is influenced by other factors outside the model.

Test F

The F test aims to evaluate the extent to which the independent variables collectively affect the dependent variables. The testing criteria are based on a significance level of 5%. If the significance value of F is less than 5%, then it can be concluded that the independent variable has a simultaneous significant influence on the dependent variable.

Table 9: ANOVA

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.000	3	12.000	2.637	.048b
	Residual	254.850	56	4.551		
	Total	290.850	59			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X1, X2

In the equation data above, it can be seen that the significance value of F of 0.048 is smaller than the significance value of 0.05. Meanwhile, the calculated F value of 163.109 is greater than the F value of the table of 2.637. So it can be concluded that independent variables and mediation have an effect on dependent variables.

T Test

The results of the multiple regression model in equation 1 can be seen in the value of the t-test. The t-test is used to find out how much an independent variable is affected individually in explaining the variation of independent variables, the hypothesis condition is influential if t calculates > t table.

Table 10: Coefficients

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.428	1.731		6.604	.000
	X1	.031	.125	.031	2.248	.805
	X2	.059	.124	.060	2.474	.637
	X3	.314	.113	.351	2.790	.007

a. Dependent Variable: Y

In model 1 regression analysis, the t-value *of the table* is determined based on the degree of freedom (dk) calculated from the formula dk = n - k = 60 - 4 = 56. With a significance level of 5%, a *table t-value* of 1.671 was obtained. Based on the test results, it is known that leadership style has a significant effect on employee performance because the *calculated t* value of 2.248 is greater than *the t table*. These findings are in line with research showing that leadership style has a real influence on improving employee performance through inclusive decision-making and individual empowerment.

Furthermore, attachment within the team also showed a significant influence on performance, with the value of *t count* by 2,474 that exceeded *t table*. This reinforces the results of studies that state that the level of engagement of members in the team is able to increase collaboration, belonging, and work motivation, which ultimately has an impact on productivity and optimal work outcomes (Narpati, 2024). For example, research by Ibrahim, Djuhartono, and Sodik (2021) at PT Lion Superindo shows that teamwork has a positive and significant influence on employee performance, with a calculated t value of 7.77 which is greater than the t table of 2.01. This research emphasizes that the better the implementation of teamwork carried out by the company, the more employee performance will also improve (Ibrahim et al., 2021).

In addition, teamwork has a significant influence on performance, as shown by the value of *t count* of 2,790 which is greater than *t table*. This is in line with the results of research which states that organized, communicative, and mutually supportive teamwork contributes greatly to improving the performance of individuals and groups in the organization (Narpati, 2024). Thus, these three variables are statistically proven to have a significant effect on employee performance.

CONCLUSION

Based on the results of the research, it can be concluded that leadership style has a significant role in influencing the performance of the winning team. Effective leadership is able to create clear direction, build motivation, and coordinate teamwork optimally, so that it has a direct impact on improving team performance in executing campaign strategies.

In addition, the attachment of team members to common goals and the level of cooperation between members have also been proven to make a positive contribution to the overall team's performance. Emotional involvement and a sense of shared responsibility encourage the creation of synergy and good coordination. These findings confirm that to achieve effectiveness in a campaign team, strong leadership, high engagement, and solid teamwork are needed as the main foundation of success.

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