



Research Thesis

***THE IMPACT OF INDIVIDUAL CHARACTERISTICS ON LEADERSHIP  
PERFORMANCE AT DEPARTMENT LEVEL OF ANDALAS UNIVERSITY***

As a Partial Fulfillment to Achieve  
An Undergraduate Degree in Management Major

Submitted by:

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**The Impact of Individual Characteristics on Leadership Performance at  
Department Level of Andalas University**

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**ABSTRACT**

Leadership performance held enormous effect over organizational performance. This research examines the relationship of leader's individual characteristics which viewed from locus of control, value orientation, and behavioral pattern over leadership performance at departmental level of university. This research use primary data source and takes the whole population of heads and secretaries of department at Andalas University as respondents. The hypotheses testing conducted with multiple regression analysis. This research founds value orientation and behavioral pattern has significant impact over leadership performance. Meanwhile, locus of control founds to not have significant impact over leadership performance. Aside from the hypotheses; there is further implication for Andalas University which discussed in this thesis.

Keywords: Locus of Control, Value Orientation, Behavioral Pattern, Leadership performance

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background

Organizations need highly performing individual in order to meet their goals includes the delivery of the products and services which in turn achieving competitive advantage. The impact of individual performance on organizational performance is also reflected in work of organizational and psychological research. The widespread use of individual performance in single studies shows that individual performance is a key variable which the organization wants to enhance and optimize. One of the key individuals in organizations is its leader.

Leader is a person who influences his/her follower to fulfil the objectives of the organization. The leader has the capacity to influence other to act in accordance with the organizations needs and to articulate the organization's vision. Therefore, leadership performance determines the success of a leader in influencing the behaviour of the followers, which in turn determines the capacity of followers to be effective in achieving organizational goals.

Researchers have been attempting to better understand the relationship between leaders and organizational performance using different leadership perspectives. Some management theorists and researchers claim that certain leader attributes may be used to distinguish high from low performance organizations. In particular, Hambrick and Mason (1984) suggested that the



individual characteristics of leaders could directly affect the performance of their organizations. Hadaway (1989) further added that leaders are perhaps more important to the effectiveness of non-profit enterprises because their roles are of greater significance to the success of their organizations. Tope Adeyemi-Bello (2003) studied non-profit organization and found that the leadership performance is influenced by individual characteristic which they explain from the view of locus of control and value orientation. Fisher (2001) also found that behavioural pattern from the perspective of Type A and Type B might influence the individual performance in relative performance.

Locus of control can be defined as the extent which individuals attribute the events in their lives actions or forces beyond their control. When individuals believe that they have very little control over what happens to them, they are considered to have an external locus of control. Meanwhile, value orientation portrays personal beliefs about what is good and just, right and wrong, ethical and unethical, moral and immoral. Type A and Type B differentiate the behavioural pattern based on how a person reacts to stress.

In recent years, the non-profit sector has experienced a fundamental shift in environmental conditions including the education sector. Underlying this shift has been an increased demand for non-profit services coupled with decreased support such as decreased government funding allocation. These evolving conditions have prompted increased attention to non-profit management practice.

University is one of the non-profit organizations in education sector. Since the economic crisis which hit the South East Asia region in 1998, Indonesian Government has tried to reduce the state budget by relieving the

## CHAPTER V

### CONCLUSION, LIMITATION, AND RECOMMENDATION

#### 5.1 Conclusion of the Research

According to the data analysis and the result performed within this research, it concludes that According to the data analysis and the result performed within this research, it concludes that the research is conducted to observe the impact of leader's individual characteristic on Self-Perception Leadership Performance at departmental level of Andalas University. The respondents are Head and Secretary of Department of in each faculty of Andalas University. From 44 respondents is found that most of the respondents are of age ranged in 46-50 years old. Most of the respondent has been in office ranged for 21-30 months.

The result of simple regression analysis shows that independent variable (locus of control, value orientation, and behavior pattern) simultaneously influence Self-Perception Leadership Performance. Partially, there are two independent variables that have impact over Self-Perception Leadership Performance which are value orientation and behaviour pattern. It shows that the value of leader's and their behaviour influence their action and has significant impact over their Self-Perception Leadership Performance.

#### 5.2 Research Limitation and Recommendation

1. This research obtained a diverse sample of heads of departments but only in S1 program of Andalas University. Therefore the research may only applicable in similar group.



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