



The influence of leadership style and motivation on the participation level of PMKRI Surabaya members

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ABSTRACT

Student organizations are important forums in the process of developing student capacity outside of formal academic activities. This study aims to analyze the influence of leadership style and motivation on the participation level of members of the Indonesian Catholic Student Association (PMKRI) Surabaya Branch for the 2024/2025 period. Member participation is an important indicator of the success of a student organization because it is related to the sustainability of work programs and organizational effectiveness. This study uses a quantitative approach with a causal associative research type. The study population was all 190 active members of PMKRI Surabaya Branch, with a sampling technique using simple random sampling. Data were collected through questionnaires and analyzed using multiple linear regression with the help of the SPSS program. The results showed that leadership style had a positive and significant effect on member participation. Motivation also had a positive and significant effect on member participation. Simultaneously, leadership style and motivation had a significant effect on member participation with a coefficient of determination of 55.6%, while the rest was influenced by other factors outside the study. The findings of this study indicate that effective leadership and high motivation can increase member involvement in organizational activities.

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1. INTRODUCTION

Student organizations are an important platform for developing student capacity beyond formal academic activities. In the modern era, characterized by increasingly rapid social and technological developments, organizations serve not only as gathering spaces but also as a means to develop character, leadership, social responsibility, and teamwork skills. In this context, student organizations play a strategic role in shaping students who are able to adapt to social dynamics and possess strong leadership competencies. Previous research has shown that organizational communities can build interpersonal skills and improve the quality of social relationships among members. (Erliani et al., 2023; Hanafi & Yasin, 2023) Therefore, the sustainability of a student organization is

greatly influenced by the level of active participation of its members in various organizational activities. To achieve optimal work results in line with organizational goals, regulations and policies established by the leadership are necessary. These policies aim to ensure that all parts of the organization can work in accordance with established goals.(Hidayat, 2025).

Member participation is a form of active individual involvement in various organizational activities, including decision-making, work program implementation, and contributions to organizational sustainability. Member participation in student organizations is inseparable from the influence of organizational culture and the leadership style implemented.(Nursyakinah et al., 2025)A good organizational culture can be an important tool for increasing competitive advantage if it can support the organization's strategy and respond to or overcome environmental challenges quickly and accurately.(Dina Dwi Juliawati et al., 2024)Meanwhile, through active participation, team members have the opportunity to contribute, share ideas, and feel responsible for the decisions taken.(Wahyuni et al., 2020)In practice, leadership style determines how decisions are made, how organizational communication is structured, and the extent to which members feel valued and engaged. Leadership plays a strategic role in determining an organization's success in achieving its goals, improving performance, and maintaining sustainability amidst the dynamics of environmental change (Tafonao, 2026).

Leadership style basically reflects how a leader positions himself in front of his members and how they interpret power relationships in the organization. One leadership style relevant to student organizations is democratic leadership. Democratic leadership provides opportunities for members to participate in decision-making, express opinions, and actively participate in organizational activities. Through open communication and respect for members' aspirations, this leadership style can enhance members' sense of belonging, motivation, and responsibility toward the organization. Thus, the application of democratic leadership has the potential to increase members' participation in various organizational programs and activities.. In addition to leadership factors, motivation is also a crucial aspect influencing the level of participation of organizational members. Motivation is the internal and external drive that encourages individuals to engage and contribute to organizational activities.(Suyatno et al., 2020; Yusuf, 2024)Individuals who have high motivation tend to show more active, consistent, and responsible involvement in implementing organizational programs.(Afandi, nd; Khairunisa et al., 2025)Conversely, low motivation can cause member participation to become formal and less oriented toward organizational goals. Thus, leadership style and motivation are interrelated in shaping the quality of member participation in student organizations (Astuti, 2021; HC & Prasodjo, 2023).

The decline in student participation is also influenced by the changing mindset of Generation Z, who are more focused on career development and job readiness. Students tend to choose activities that provide immediate benefits to improve their competency and competitiveness in the workplace.(Wahyud et al., 2024)He explained that organizations need to create environments and programs that meet the needs of their members to maintain loyalty and engagement. In addition to career orientation, academic pressures, economic burdens, and changes in post-pandemic learning patterns also reduce students' motivation to participate in organizations.(Prastika et al., 2024)Studies show that academic burnout directly impacts students' social participation. In this context, organizations are required to be more adaptive and innovative to remain attractive to their members.

The phenomenon of low member participation is not only found in higher education settings, but also in various social and public organizations. One example is the Indonesian Catholic Students Association (PMKRI). The Surabaya Branch of PMKRI is a values-based student organization that plays a strategic role in developing students who are critical, reflective, and concerned about social and Church issues. Cadre

development programs such as the New Member Acceptance Period (MPAB) and the Guidance Period (MABIM) are important tools in building character, nationalism, and social awareness among members. Nevertheless, the Surabaya Branch of PMKRI continues to face challenges in the form of fluctuations in member participation. Based on pre-research through observations and interviews in early 2025, member attendance at activities showed a downward trend, although in May 2024 the organization confirmed 36 new members. This condition indicates internal problems that require further examination.

Various previous studies have proven the relationship between leadership style, motivation, and organizational member involvement. (Ramadhanil et al., 2022; Saputra et al., 2023) shows that participative leadership style has a positive influence on work motivation. Other research by (Mutiarara et al., 2023) found that transformational leadership and motivation significantly contribute to the performance of organizational members. In addition, this study (Moh Yusril Sani, 2022) (Proving that leadership and motivation have a positive influence on the organizational activities of Student Activity Unit members. This finding indicates that leadership and motivation are important factors in building active member behavior in the organization. Thus, there is still limited research that simultaneously examines the influence of leadership style and motivation on the level of member participation in cadre-based student organizations such as PMKRI. In fact, student organizations have different characteristics from formal organizations because they are built on the basis of the values of solidarity, devotion, and voluntary involvement of members.

Although various previous studies have demonstrated that leadership style and motivation influence work motivation, member performance, and organizational activities, most of these studies were conducted in formal organizations or Student Activity Units (UKM). Research that simultaneously examines the influence of leadership style and motivation on member participation levels in cadre-based student organizations is still relatively limited. Furthermore, there has been little research conducted on the Surabaya branch of PMKRI, which is characterized by an organization based on values, solidarity, dedication, and voluntary member involvement. Therefore, this study aims to fill this gap by analyzing the influence of leadership style and motivation on the participation of PMKRI Surabaya Branch members for the 2024/2025 period.)

Based on the description above, this study aims to analyze the influence of leadership style and motivation on the participation level of PMKRI Surabaya Branch members for the 2024/2025 period. This research is expected to provide theoretical contributions to the development of organizational behavior studies, particularly regarding the dynamics of leadership and motivation in student organizations. Furthermore, this research is also expected to provide practical input for student organizations in formulating leadership and member management strategies to increase participation and organizational sustainability.

2. RESEARCH METHODS

This study uses a quantitative approach with an associative causal approach to analyze the influence of leadership style and motivation on the participation level of PMKRI Surabaya Branch members for the 2024/2025 period. The quantitative approach was used because this study focuses on objectively measuring the relationship between variables through statistical analysis. According to (Purwono et al., 2019) Quantitative research is a research method based on the philosophy of positivism, with the goal of testing hypotheses through the collection of measurable data. Meanwhile, causal associative research is used to explain the cause-and-effect relationship between independent and dependent variables. (Hernando et al., 2020).

The population of this study was all 190 active members of the PMKRI Surabaya Branch for the 2024/2025 period. Random sampling was used to ensure each member had an equal opportunity to be a respondent. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 154 respondents. The 5% margin of error was chosen because it is a commonly used standard in quantitative research and provides a 95% confidence level. This margin of error is considered capable of producing a representative sample to describe the population while maintaining research efficiency in terms of time, cost, and effort. This technique was chosen to obtain representative data and objectively describe the population.

The research data was obtained by distributing questionnaires to respondents using a Likert scale as a measuring tool for the research variables. The independent variables in this study consisted of leadership style (X1) and motivation (X2), while the dependent variable was the level of member participation (Y). The research instrument was compiled based on operational indicators for each variable that had been developed from theoretical foundations and previous research. Leadership style is measured through indicators of the leader's ability to make decisions fairly, the ability to communicate openly and effectively, the ability to motivate and mobilize members, the ability to involve members in decision-making, and exemplary behavior in attitudes and actions. Motivation is measured through indicators of the desire to achieve, the need for recognition, willingness to assume responsibility, enthusiasm in participating in activities, and persistence in contributing. Meanwhile, the level of member participation is measured through the level of attendance in activities, activeness in expressing opinions, involvement in the implementation of activities, willingness to assume responsibility, and consistency in participating in organizational activities.

The research stages were conducted systematically, beginning with problem identification, developing a conceptual framework and hypotheses, developing research instruments, collecting data, processing data, and analyzing and interpreting the results. The collected data were then processed using statistical analysis to test the relationships between variables.

3. RESULTS AND DISCUSSION

3.1 Evaluation of Instrument Tests and Classical Assumption Tests

Evaluation of the instrument test shows that all statement items in the variables Leadership Style (X1), Motivation (X2), and Member Participation Level (Y) are declared valid because they have a calculated r value greater than the r table of 0.158. In addition, the results of the reliability test show that the Cronbach's Alpha value for all variables is above 0.60, so the research instrument is declared reliable and consistent for use in research. In the classical assumption test, the results of the normality test show an Asymp. Sig. value of $0.056 > 0.05$ so that the data is normally distributed. The multicollinearity test shows a Tolerance value of $0.559 > 0.10$ and a VIF of $1.790 < 10.00$, which means there is no multicollinearity. Furthermore, the heteroscedasticity test shows a significance value for the Leadership Style variable of 0.711 and Motivation of 0.704, both of which are greater than 0.05 so that the regression model is free from heteroscedasticity symptoms and is suitable for use in further analysis.

3.2 Results of Multiple Linear Regression Analysis and Partial Test (t-Test)

Table 1. Results of Multiple Linear Regression Analysis.

Model	Coefficient A		T	Signature.
	Unstandardized Coefficients	Standardized Coefficient		

		B	Standard Error	Beta		
1	(Constant)	1,581	2,000		0.791	.430
	Leadership Style	0.261	0.068	0.277	3,824	0,000
	Motivation	0.484	0.066	0.532	7,341	0,000

a. Dependent Variable: Member Participation Level

Based on the Unstandardized Coefficient B column in the table above, the regression equation model formed is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$Y = 1.581 + 0.261X_1 + 0.484X_2 + e$$

The constant value of 1.581 indicates that the Member Participation Level remains at 1.581 when the Leadership Style and Motivation variables are held constant. The regression coefficient of Leadership Style (X1) of 0.261 and Motivation (X2) of 0.484 indicates that both variables have a positive influence on the Member Participation Level (Y). This means that increasing Leadership Style and Motivation will increase member participation. In addition, the Motivation variable has a greater influence than Leadership Style because it has a higher coefficient value.

3.3 Simultaneous Hypothesis Testing (F Test)

Evaluation of the model's feasibility was carried out simultaneously through analysis of variance (ANOVA) to see the combined contribution of independent variables to the dependent variable presented in Table 5 below:

Table 2. Results of the Analysis of Variance of Model Feasibility (Simultaneous F Test)

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Signature.
1	Regression	2850.358	2	1425.179	94,691	0.000b
	Remainder	2272.688	151	15,051		
	Total	5123.045	153			

a. Dependent Variable: MEMBER PARTICIPATION LEVEL

b. Predictors: (Constant), MOTIVATION, LEADERSHIP STYLE

Based on the results of the Simultaneous Significance Test (F Test) in the table above, the calculated F value is 94.691 and the F table is 3.06 at a significance level of 0.05 with df1 = 2 and df2 = 151. Because the calculated F value > F table (94.691 > 3.06) and the significance value of 0.000 < 0.05, then H0 is rejected and Ha is accepted. This shows that the variables Leadership Style (X1) and Motivation (X2) simultaneously have a significant influence on the Level of Member Participation (Y), so the regression model is suitable for use in this study.

3.4 Analysis of the Coefficient of Determination

Table 3. Analysis of Determination Coefficient

		Model Summary		
Model	R	R Square	Adjusted R Squared	Standard Error of Estimate
1	.746a	0.556	0.551	3,880

a. Predictors: (Constant), Motivation, Leadership Style

Based on the results of the coefficient of determination, an R value of 0.746 was obtained, indicating a strong relationship between the variables of Leadership Style and Motivation on the Level of Member Participation. The R Square value of 0.556 means that 55.6% of the variation in the Level of Member Participation can be explained by the two independent variables in this research model, while the remaining 44.4% is influenced by other factors outside the research. Thus, the regression model has a fairly good ability to explain the dependent variable.

3.5 Discussion

Based on the research results, the calculated F value was obtained at 94.691 with a significance level of 0.000. These results indicate that the variables of leadership style and motivation simultaneously have a positive and significant influence on the participation level of PMKRI Surabaya Branch members for the 2024/2025 period. In addition, the coefficient of determination (R Square) value of 0.556 indicates that 55.6% of the member participation level can be explained by the variables of leadership style and motivation, while the remaining 44.4% is influenced by other factors outside the research. These results indicate that the success of the organization in increasing member participation is greatly influenced by the quality of leadership and motivation possessed by the members. Conversely, low levels of member participation can reduce the effectiveness of an organization's work programs by limiting member involvement in the planning, implementation, and evaluation of activities. This situation has the potential to hinder the achievement of organizational goals, reduce the quality of program implementation, and weaken the cadre development process and the organization's long-term sustainability.

In this study, the dominant leadership styles were democratic and participatory. Democratic leadership positions members as subjects who are actively involved in decision-making and the implementation of organizational activities. The leader acts not only as a center of power but also as a director, ensuring that organizational processes move collectively toward common goals. According to (Rachmadhani & Manafe, 2023) Democratic leadership style emphasizes openness, two-way communication, and member participation in organizational decision making.

The results of this study show that a communicative, open, and inclusive leadership style can increase members' self-confidence, loyalty, and sense of belonging to the organization. These findings are supported by the results of a regression test, which shows that the leadership style variable has a regression coefficient of 0.261 with a significance level of 0.000. These results indicate that the better the leadership style implemented in an organization, the higher the level of member participation in various organizational activities. Leaders who are able to build good relationships with members will create a conducive organizational climate, so that members feel valued and encouraged to participate actively. In addition, participatory leadership also contributes to creating a healthy organizational culture through open communication, member involvement in decision-making, and the growth of trust and cooperation among members. This healthy organizational culture encourages a democratic, conducive environment and supports increased member participation in all organizational activities. This is in line with the opinion (Adrianto & Lubis, 2023) which states that communication and leadership style influence the motivation of members in an organization, thus impacting the involvement and effectiveness of the organization's work.

Besides leadership style, motivation is also an important factor in increasing member participation. The results of the regression analysis show that motivation has a regression coefficient of 0.484 with a significance level of 0.000. This value is greater than the leadership style coefficient, indicating that motivation is the most dominant factor influencing the participation level of PMKRI Surabaya Branch members for the 2024/2025 period. Member motivation in this study can be seen from the intrinsic and extrinsic drives to actively participate in the organization. Highly motivated members are not only physically present but also actively contribute ideas, take initiatives, and participate in the implementation of the organization's work programs. (Potu et al., 2021) states that motivated individuals will actively participate through thought, initiative, and real contributions to the organization. Conversely, weak motivation causes member participation to become merely a formality.

Member motivation at the PMKRI Surabaya branch is also influenced by an organizational environment that is communicative, collaborative, and supportive of

member self-development. An open and participatory organizational culture encourages continued member involvement in organizational activities.(Utaminingsih et al., 2026). Explains that a collaborative organizational culture plays a role in increasing member engagement and enthusiasm. Thus, member motivation stems not only from personal factors but is also influenced by the supportive organizational environment and the leadership styles implemented.

The level of member participation in this study indicates that members are quite active in organizational life. Member participation is evident in their attendance at activities, involvement in committees or management, contributions of ideas and concepts, and involvement in the implementation and evaluation of the organization's work programs. Consistent member attendance at meetings and organizational activities demonstrates commitment and a sense of belonging to the organization.(Lestari & Wahyuni, 2020)explains that members who consistently attend organizational activities tend to have a stronger level of commitment and sense of belonging to the organization.

Furthermore, member participation is also evident in their courage in expressing opinions and offering ideas during organizational discussions. Active participation by members in expressing ideas reflects a sense of psychological safety and open dialogue within the organization.(Hidayat, 2025)explained that members who actively express their opinions demonstrate intellectual engagement and moral responsibility toward the organization. This demonstrates that the PMKRI Surabaya branch has a fairly participatory and democratic organizational climate.

Overall, the results of this study indicate that the better the leadership style applied and the higher the motivation of members, the higher the level of member participation in the organization. Democratic, communicative, and participatory leadership can create a comfortable organizational environment and support member involvement. Meanwhile, strong motivation makes members more active, responsible, and consistent in carrying out organizational activities. Therefore, increasing member participation in the Surabaya Branch of PMKRI can be achieved through strengthening open leadership patterns and efforts to continuously improve member motivation.

This study has limitations because it was only conducted on members of the PMKRI Surabaya Branch for the 2024/2025 period, so the results cannot be generalized to all student organizations. Furthermore, this study only examined the influence of leadership style and motivation on member participation levels. Therefore, further research is recommended to add other variables such as organizational culture, organizational communication, member loyalty, organizational satisfaction, or organizational commitment to obtain a more comprehensive understanding of the factors influencing member participation levels in student organizations.

4. CONCLUSION

This study was conducted to determine the influence of leadership style and motivation on the participation level of PMKRI Surabaya Branch members for the 2024/2025 period. The research problem stems from the declining level of student activeness in the organization and the importance of leadership and motivation in encouraging member involvement. Based on the research results and discussion, the following conclusions can be drawn.

The results of this study indicate that the expectations expressed in the introduction regarding the importance of leadership and motivation in increasing organizational member participation have been proven through research and discussion. Democratic, communicative, and participatory leadership can create a healthy organizational culture and support member engagement. Furthermore, high motivation encourages members to be more active, responsible, and develop a sense of ownership in the organization.

Theoretically, this research contributes to the development of organizational behavior studies by demonstrating that leadership style and motivation are important factors influencing the level of participation of student organization members. The findings also expand the application of organizational behavior theory to cadre-based student organizations like PMKRI, which rely on voluntary involvement, solidarity, and member dedication.

This research also provides development prospects for student organizations, particularly in building more open leadership patterns and continuously increasing member motivation to strengthen organizational participation. The practical implications of this research are the need for student organizations to implement democratic, communicative, and participatory leadership and to develop programs that can increase member motivation. These efforts are expected to create a conducive organizational environment, increase member engagement, and maintain the organization's long-term sustainability. Furthermore, this study can serve as a reference for further research that examines other factors that influence the level of member participation, such as organizational culture, organizational communication, member loyalty, and organizational satisfaction, thus leading to broader and more in-depth studies.

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