



Religious Character And Leadership Style of The Head of UPI Sumedang Futsal On Team Presentation

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ABSTRACT

This study aims to analyze the relationship between the religious character and democratic leadership style of the head of the Futsal Student Activity Unit (UKM Futsal) at UPI Sumedang on team performance. The research uses a quantitative method with a correlational design. Data were collected through questionnaires distributed to 30 active student members of UKM Futsal. The instruments used had been tested for validity and reliability in previous studies. The results of descriptive analysis showed high average scores for religious character, leadership style, and team performance. The normality and linearity tests confirmed that the data were normally distributed and had linear relationships. The Pearson correlation test and multiple regression analysis revealed a significant and positive relationship between religious character and democratic leadership style with team performance ($R = 0.586$, $\text{Sig.} = 0.003$). These findings indicate that the synergy between a strong moral foundation derived from religious values and a participatory leadership approach can enhance motivation, team cohesion, and overall achievement. This study contributes to the field of sports leadership by highlighting the importance of integrating ethical values and inclusive leadership practices in student sports organizations. Therefore, leadership development programs should emphasize not only technical competence but also religious and character education to produce effective and value-driven leaders.

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AUTHORS' CONTRIBUTION

- Conception and design of the study;
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- Analysis and interpretation of data;
- Manuscript preparation;
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INTRODUCTION

Leadership is about influencing the attitudes and behaviors of subordinates, enabling them to work together, thus forming a harmonious collaboration based on efficiency and effectiveness to obtain work productivity data based on predetermined results (Abijaya et al., 2021). So, this leadership is one of the most important and determining factors in an organization (Sahadi et al., 2020). This character also affects the leadership style applied, including in creating a more inclusive and participatory leadership. However, in leadership that focuses on the field of sports, there are many



variations in the personality or character of the leader, which makes differences in opinion as well as achievement. This difference is often a challenge in team management, which ultimately affects achievement.

Religious character in leadership refers to the religious values applied by a leader in leading a group or organization (Fuadah & Murtafiah, 2022). A leader with a religious character usually has high integrity, is honest, fair, responsible, and able to set a good example for his team members (Sofiani et al., 2024). Although every religion always teaches things in leadership, in real life, it still remains that one's leadership style returns to oneself, every individual who can lead to progress and even many who experience setbacks.

To strengthen the theoretical foundation, several previous studies have discussed the role of religious character and leadership style in organizational contexts, including sports fields, which are relevant to this study. Vinson & Parker (2021) used a qualitative method involving 110 Christian coaches to analyze the application of servant leadership in a competitive sports environment. The results showed that the principle of servant leadership became the main strategy in dealing with the dilemma between religious values and the demands of competition. Then Zhu et al. (2024) conducted a meta-analysis of 26 studies with 7,121 athletes in China and found that leadership styles based on coaching, instruction, positive feedback, and social support had a positive relationship with athlete satisfaction and team cohesion. Democratic leadership style was found to be more effective than autocratic leadership, which tends to harm team cohesion. Meanwhile, research that is directly relevant to the context of student sports organizations is conducted by Alviranti et al. (2024) in UKOM Futsal Putri Universitas Kristen Indonesia. This study used a descriptive qualitative method to analyze the role of the futsal coach's leadership style and organizational support on athlete achievement. The results show that an authoritarian leadership style combined with a democratic style plays an important role in shaping discipline and team spirit. In addition, the organizational support provided such as appreciation for athletes' contributions, involvement in decision making, and trust in carrying out team activities can increase athletes' motivation and achievement. Although training facilities are still considered inadequate, overall the findings confirm that the synergy between appropriate leadership styles and positive organizational support can contribute to the character building and optimal performance of student futsal teams.

Responding to previous research, Vinson & Parker (2021) only focus on the religious aspect and do not examine the leadership style. Then, research by Zhu et al. (2024) only examines leadership with democratic and autocratic styles, not examining the religious aspects of the leader. And research by Alviranti et al. (2024). This research highlights the authoritarian leadership style combined with a democratic leadership style; this research also does not highlight the religious aspects of each leader, making a difference in this research.

Based on the issue discussed regarding many variations in the personality or character of the leader, which makes differences in opinion as well as achievement. To

overcome this problem, research is needed that analyzes the relationship between religious character and the leadership style of the head of UKM Futsal UPI Sumedang towards team performance. Strong religious character is believed to be able to form effective leadership (Rusdin et al., 2023), while a democratic leadership style can increase team member participation and create a more collaborative environment (Rachmadhani & Manafe, 2023). With inclusive leadership, it is expected that the team can develop optimally and improve achievement. Therefore, this study aims to analyze the extent to which the religious character and leadership style of the head of UKM Futsal UPI Sumedang contribute to team achievement. Leaders who have a religious character tend to manage the team fairly and wisely, so as to increase the motivation and performance of team members by encouraging active involvement in decision-making (Fahri et al., 2024).

METHODS

This study uses a quantitative method with a correlational design, which aims to determine the relationship between religious character and the leadership style of the head of UKM Futsal on team performance. Correlational design is used because this research does not provide special treatment, but rather observes the relationship between variables that already exist naturally.

The population in this study were members of UKM Futsal UPI Sumedang. The research location will be carried out at the University of Education Indonesia, Sumedang Regional Campus. The sample in this study was student members of UKM Futsal UPI Sumedang who actively participated in training and organizational activities for at least one semester, and had been involved in tournaments or internal competitions. The sampling technique used is non-probability sampling or non-random sampling, which is not random, with a purposive sampling type. The number of samples used in this study was 30 students.

The data collection technique in this study was to distribute questionnaires on religious character, leadership style, and team achievement to 20 men and 10 women. the validity value of the religious instrument in Adawiyah, (2021) found the results of the validity of the religious level instrument, namely the value of $r > 0.361$ and can be declared valid, for the reliability value of this instrument, namely 0.694, it is declared reliable. For the leadership style instrument, the validity and reliability tests have been carried out by Saidudin, (2023). The validity test results show that all items have a calculated r value ranging from 0.842 to 0.876, greater than the r table value of 0.361 at the 5% significance level, so that all items are declared valid. Meanwhile, the reliability test resulted in a Cronbach's Alpha value of 0.860, which is in the high reliability category, indicating that this instrument has excellent internal consistency. Furthermore, to measure the team achievement variable, the instrument used refers to research (Rahmawan, 2019). Based on the validity test results, it shows that all items have a calculated r value greater than the r table of 0.361 ($n = 30$, $\alpha = 0.05$). Thus, all statement items on the achievement

variable are declared valid. The instrument reliability test shows a Cronbach's Alpha value of 0.826, which is included in the high reliability category, so this instrument is suitable for measuring team performance.

Then the data analysis that will be carried out includes the assumption test, including the normality test. Meanwhile, to determine the relationship between religious character and leadership style on team performance, Pearson correlation statistical analysis was used. This correlation test is used because all data are interval-scaled and normally distributed. The entire analysis process was carried out using the latest version of SPSS software.

RESULTS AND DISCUSSION

Result

These descriptive statistics show an overview of the data of each research variable, namely religious character, democratic leadership style, and team performance. The analysis is carried out on the overall score of each variable obtained through distributing questionnaires to 30 respondents who are active members of UKM Futsal UPI Sumedang Campus. The score of each respondent is then calculated based on the number of statement items in each variable and the level of answer on the Likert scale.

The following is a descriptive statistics table of each research variable:

Table 1.
 Descriptive Statistics Result

Variable	Min	Max	Mean	St.Dev
Religious Character	39	50	44.43	2.700
Democratic Leadership Style	13	21	16.73	1.929
Team Achievement	24	37	33.47	2.713

Table 1 shows that the three variables have a fairly high average value. This indicates that respondents in this study tend to have a good level of religious character, perceptions of democratic leadership style, and team performance. The average score of religious character is 44.43 with a standard deviation of 2.700, while the democratic leadership style has an average of 16.73. Meanwhile, team achievement obtained an average score of 33.47 with a standard deviation of 2.713.

These values become the initial basis for normality tests and further correlation tests in the next section.

Normality Test Result

To find out which hypothesis test will be used in the future, using parametric or non-parametric statistics, data from religious levels, leadership styles, and achievement levels in members of UKM Futsal UPI Sumedang must be tested for normality first using the Shapiro-wilk test because small data <50, and to determine whether the data is normally distributed or abnormal. The results of the data normality test can be seen in Table 2.

Table 2.
 Normality Test Result

	Shapiro-Wilk		
	Statistic	Df	Sig.
Team Achievement	.958	30	.270
Democratic Leadership Style	.954	30	.210
Religious Character	.972	30	.592

Based on table 2 above from the normality test that has been carried out, it can be concluded that the data obtained through the Religious Character, Democratic Leadership Style, and Team Achievement questionnaire tests show that the results of the Team Achievement questionnaire have a significance of $0.270 > 0.05$, the results of the Democratic Leadership Style questionnaire have a significance of $0.210 > 0.05$, and the results of the Religious Character questionnaire are $0.592 > 0.05$. It can be concluded that all data from the normality test are normally distributed.

Linearity Test Result

The linearity test aims to determine whether two or more variables being tested have a significant linear relationship or not. This test is usually used as a prerequisite in correlation analysis or linear regression. The basis for decision-making in the linearity test is that if the probability value is > 0.05 , then the relationship between variable (X) and (Y) is linear. If the probability value is < 0.05 , then the relationship between variable (X) and (Y) is nonlinear.

Table 3.
 Linearity Test Result of X_1 With Y

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
Prestasi * Religius	Between	(Combined)	44.955	10	4.495	3.880	.005
	Groups	Linearity	22.156	1	22.156	19.125	.000
		Deviation from Linearity	22.798	9	2.533	2.187	.072
		Within Groups	22.012	19	1.159		
		Total	66.967	29			

Based on Table 3 above, the results of the linearity test show that the significance value (P Value Sig.) in the Deviation from Linearity row is 0.072. Because the significance value is greater than 0.05, it can be concluded that there is a linear relationship between the Religious Character (X_1) and Team Achievement (Y) variables.

Table 3.
 Linearity Test Result of X_2 With Y

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
Prestasi * Leadership	Between	10.810	44.955	7	1.544	.605	.745
	Groups	2.154	22.156	1	2.154	.844	.368
		8.655	22.798	6	1.443	.565	.753
	Within Groups	56.157	22	2.553			
		Total	66.967	29			

Based on the table above, the results of the linearity test show that the significance value (P Value Sig.) in the Deviation from Linearity row is 0.072. Because the significance value is greater than 0.05, it can be concluded that there is a linear relationship between the Democratic Leadership Style (X1) and Team Achievement (Y) variables.

Multiple Correlation Test Result

The multiple correlation test aims to determine the level of closeness of the relationship between two or more variables simultaneously, with the following data processing results:

Table 4.
 Multiple Correlation Test Result

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.586 ^a	.344	.295	1.276	.344	7.070	2	27	.003

Based on Table 4, the results of the multiple regression test indicate that there is a significant relationship between the variables of leadership and religiosity on the dependent variable. This is indicated by the multiple correlation coefficient (R) value of 0.586, which indicates a fairly strong and positive relationship between the two independent variables and the dependent variable. And the value of the significant f change is 0.003 ($p < 0.05$), which indicates that there is a significant relationship simultaneously. Therefore, it can be concluded that the variables Religious Character (X1) and Democratic Leadership Style (X2) have a significant relationship on Team Achievement (Y) simultaneously.

Discussion

The results of this study indicate a significant positive relationship between religious character and democratic leadership style on the performance of the UPI Sumedang Futsal Student Activity Unit (UKM Futsal). This finding supports the theory that a leader's religious character can shape an effective leadership style, which impacts increased team member motivation and performance through active participation in decision-making (Fahri et al., 2024).

Furthermore, a significant value in the multiple correlation test (sig. F Change = 0.03, $p < 0.05$) indicates that religious character and democratic leadership style simultaneously contribute to team performance. These results align with a study by Rachmadhani & Manafe (2023), which emphasised that a democratic leadership style can increase team member participation and create a collaborative work environment.

These findings also support research by Zhu et al. (2024), which showed that a leadership style based on instructions, social support, and positive feedback correlates with team cohesion and athlete satisfaction. Although Zhu's study did not link religious

aspects, the leadership style used is still relevant to the context of the democratic leadership adopted in this study.

However, these results differ from the focus of research by Vinson & Parker (2021), which focused more on the principle of servant leadership within the context of religious values, without directly linking it to a specific leadership style. Meanwhile, a study by Alviranti et al. (2024) found that a combination of authoritarian and democratic styles can foster discipline and team spirit, but did not highlight the religious dimension of the leader, a key difference from this study.

Thus, this study makes a novel contribution to the sports leadership literature by combining religious approaches and democratic leadership styles as predictors of team success. These results also support the importance of developing leaders who are not only technically competent but also possess moral integrity and strong religious values in leading student sports organizations.

CONCLUSION

Based on the analysis and discussion, it can be concluded that the religious character and democratic leadership style of the head of the UPI Sumedang Futsal Student Activity Unit have a significant and positive relationship with team performance. The leader's religious character provides a strong moral foundation for making fair and wise decisions, while the democratic leadership style encourages the active participation of team members in organizational processes. The synergy between these two variables has been shown to contribute to increased motivation, team cohesion, and better performance. Therefore, it is important for student sports organizations to develop leadership that is not only technically effective but also grounded in religious values and an inclusive approach.

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