

ANALYSIS OF THE GOAL PATH LEADERSHIP MODEL: A LITERATURE REVIEW ON ITS EFFECT ON PERFORMANCE AND MOTIVATION

***¹Sri Hartati, ²Anis Fauzi, ³Anis Zohriah**

^{*1,2,3}Pascasarjana Universitas Islam Negeri Sultan Maulana Hasanudin Banten

Email: ^{*1}232625235.sri@uinbanten.ac.id, ²anis.fauzi@uinbanten.ac.id,

³anis.zohriah@uinbanten.ac.id.

Abstract

This study aims to provide an understanding of the theory of the goal path leadership model or goal path, and the characteristics of goal path leadership that can motivate employee performance. This research uses qualitative methods and a literature study approach. The data collected is in the form of literature documentation on; 1). Definition of Leadership; 2). Leadership characteristics of the goal path; 3). Application of Goal Path Leadership. This research found that Leadership is a skill and ability that can direct, foster, train, and prohibit, people from working together to achieve group goals effectively and efficiently. Path goal leadership is a leadership style that has two main functions, namely providing clarity of goals and providing support and attention to subordinates, which has the impact of motivating subordinates. Goal leadership has four leadership characteristics, namely, directive leadership, supportive leadership, participatory leadership, and achievement-oriented leadership). This theory can also be applied to a leader choosing actions in diverse situations and dealing with them effectively.

Keywords: Leadership of the goal path, characteristics, application

Abstrak

Penelitian ini bertujuan untuk memberikan pemahaman tentang teori model kepemimpinan jalur tujuan atau path goal, karakteristik kepemimpinan jalur tujuan yang dapat memotivasi kinerja karyawan. Penelitian ini menggunakan metode kualitatif dan menggunakan pendekatan studi kepustakaan. Data yang dikumpulkan berupa dokumentasi secara literatur tentang; 1). Pengertian Kepemimpinan; 2). Karakteristik Kepemimpinan Jalur Tujuan; 3). Penerapan Kepemimpinan Jalur Tujuan. Penelitian ini mendapatkan hasil bahwa Kepemimpinan merupakan keterampilan dan kemampuan yang mampu untuk mengarahkan, membina, melatih, melarang, orang-orang untuk saling bekerjasama untuk mencapai tujuan kelompok secara efektif dan efisien. Kepemimpinan path goal merupakan gaya kepemimpinan yang memiliki dua fungsi utama yaitu memberikan kejelasan tujuan dan memberikan dukungan serta perhatian kepada bawahannya, yang memiliki dampak memotivasi bawahannya. Kepemimpinan path goal memiliki empat karakteristik kepemimpinan yaitu, kepemimpinan pengarah (directive leadership), kepemimpinan suportif (supportive Leadership), kepemimpinan

partisipatif (Participative leadership), dan kepemimpinan yang berorientasi pada prestasi (Achievement Oriented Leadership). Teori ini juga dapat diterapkan untuk seorang pemimpin memilih tindakan dalam beragam situasi dan menatasinya secara efektif.

Kata kunci: *Kepemimpinan jalur tujuan, karakteristik, penerapan*

INTRODUCTION

The success or failure of an organization is largely determined by its leaders and leadership. A leader is responsible for the failure and success of the implementation of a job (Miftah Thoha, 2004). According to Rauch and Behling, "Leadership is the process of influencing the activities of an organized group towards goal achievement" whereas leadership is the process of influencing the activities of an organized group towards goal achievement. This shows that the leadership position in an organization is very important in achieving goals following the expected work targets in the organization (Triguna, 2021).

An organization needs a leadership figure or figure who can foster work enthusiasm, coordinate employees or subordinates into a team, and integrate them into a solid and harmonious work atmosphere to achieve common goals (Machali, 2012). With the increase in morale, subordinates or employees are expected to be able to achieve achievements that become goals in their respective fields of work, therefore the performance of subordinates or employees can increase so that the goals of the institution will be achieved with satisfactory results (Prof. Dr. Abd. Haris, 2013).

To improve employee performance, it is necessary to have a leadership style that is truly acceptable to employees so that it can create a feeling of pleasure and satisfaction in working to achieve the goals set in their respective fields. Based on this description, referring to the background of this discussion, the focus of this study is to analyze the path-goal leadership model (Sarta et al., 2023). Path goal leadership is a leadership style that is considered effective in terms of providing direction, motivation, and assistance to achieve goals. The theory was proposed by Robert House (Bhayapradesita & Sudiro, 2019). This leadership style has four leadership styles that have the function of providing appreciation to subordinates in the form of directive, supportive, participatory, and achievement-oriented. The success of an institution and organization is influenced by the productivity of an employee who is a concern for its leaders (Nur Azizah, 2021).

Several studies discuss leadership path goals, one of which is research conducted by Ronald and Gusti which discusses the principal's leadership style that is influential in improving teacher performance. In this study, it was found that one of them was the path-goal leadership style carried out by the principal so that it was able to improve teacher performance (Puspitasari et al., 2022). In addition, there is research conducted by Yussy analyzing the effect of path-goal leadership on the intensity of organizational commitment. The results of this study indicate that the better the path-goal leadership style is realized, can increase commitment in the organization. And researchers suggest paying attention to the welfare and guiding employees to achieve the set goals or targets (Bhayapradesita & Sudiro, 2019). It is also stated in Nur Azizah's research that a performance-oriented leadership style will significantly increase the level of employee productivity in an organization and institution (Nur Azizah, 2021). From the previous research above, researchers still have not found developments and various functions of

the leadership style model based on goals (path goals). So in this study, researchers offer research novelty from a theoretical point of view to discuss these two things.

METHOD

The purpose of this study was to analyze the effect of path-goal leadership style on subordinate performance. Identifying factors that influence the relationship between path-goal leadership style and subordinate performance in educational institutions. This article is a type of qualitative research with a library research approach. In this literature study, the author analyzes the data collected in the form of literature documentation on; 1). Definition of Leadership; 2). Characteristics of Goal Path Leadership; 3). Application of Goal Path Leadership. Then, re-examination of it in depth so that it can produce discussion results and conclusions.

RESULTS AND DISCUSSION

Definition of Path goal leadership

Leadership is translated from the word "leadership" which comes from the word leader. Etymologically, the term leadership comes from the word " leader " which means to guide or lead. The word leader was born from the verb "lead" which means to guide and lead (Sepmadi, 2021). However, a leader plays a very important role in the sustainability of an organization or institution (Habe et al., 2022). The ability and skills in leadership and directing are factors for the effectiveness of the leader (Juhji et al., 2020). Leadership is a relational concept, leadership only exists in relationship with others (followers). If there are no followers then there is no leader. Implicit in this definition is the assumption that effective leaders must know how to inspire and relate to their subordinates (Syarifudin, 2004).

According to George. R. Terry leadership is a relationship that exists in a leader, the activity of influencing people to work together consciously in a task relationship trying to achieve group goals voluntarily. In this case, Terry illustrates that a leader can influence his subordinates consciously to achieve the vision and mission to be achieved (Syaiful Sagala, 2018). Imam Machali defines leadership as the ability to move, influence, motivate, invite, direct, advise, foster, guide, train, order, command, prohibit, and even punish (if necessary) with the intention that humans as part of the organization wants to work to achieve their own and organizational goals effectively and efficiently (Machali, 2012).

Effective leaders can influence their members to carry out decisions, requests, and support proposals from their members (Julaiha, 2019). This means leaders must have behaviors, values, beliefs, and actions toward others that can influence, leading to a real level of change made by someone (Juhji et al., 2020). So leadership is a way or technique that is owned, chosen, and used as a driver, driver, and director of activities so that goals can be achieved effectively and efficiently through power, influence, and authority that is legally owned (Lathief, 201 C.E.). Based on the definition of leadership, the author provides a view that leadership activities are skills and abilities that can direct, coach, train, and prohibit, people from working together to achieve group goals effectively and efficiently.

The goal path leadership model directs that leadership consists of two basic functions. The first function is to provide clarity of purpose where a leader must have clear and directed goals to bring his subordinates to achieve the expected goals (Muslimawati et

al., 2023). That is, a leader must help his subordinates understand the work methods needed to complete their tasks. The second function is to provide support and attention to the needs required by subordinates in the form of rewards (appreciation) so that high work enthusiasm and motivation grow as a form of responsibility for completing tasks (Sarta et al., 2023).

Path goal leadership adopts the basic principles of expectation theory, which explains that a person will be motivated if the efforts made feel appreciated or appreciated so that a person will consider that something that is done is valuable (Rahmawati et al., 2023). Path goals have three major strengths including. First, it provides a theoretical framework used to understand how directive, supportive, and achievement-oriented leadership models or styles can affect productivity. Second, this theory is unique in that it incorporates expectancy theory into aspects of leadership. Third, in this theory, leaders have important ways to help the led environment (Rahmawati et al., 2023).

Path-Goal Leadership Style Characteristics

Path goal theory includes four main types or styles of leadership, namely: directive leadership, supportive leadership, participative leadership, and achievement-oriented leadership. Furthermore, regarding path-goal leadership, House in Robbins identifies four leadership styles that are distinguished as follows:

1. Directive leadership is a leader who concentrates power and decision-making for himself, the leader organizes complicated work situations for employees, who do whatever he is told. Directive leadership is a leadership style that has a positive relationship with subordinate satisfaction and expectations (Triguna, 2021). This leadership style provides socialization to subordinates what is desired and provides specific references and standardization in workmanship (Utami & Astakoni, 2020). Leadership behavior that clarifies goal-path instructions refers to situations where a leader communicates to subordinates about what is expected of them and directs them on how to perform a task. This leadership style has a positive impact when subordinates' roles and task requirements are unclear and unsatisfactory.
2. Supportive Leadership This leadership approach focuses on building good relationships with team members and providing support to help them excel. According to House in Robbins, supportive leadership is leadership that is always willing to explain all problems to subordinates, is approachable, and satisfies employees (Yulistian, A. S., Astuti, E. S., & Utami, 2018). Supportive leadership is a leader who creates a work environment that helps strengthen the desire of each subordinate to carry out work, cooperate with others, and develop their abilities and desires. A leader values the psychological well-being of his subordinates (Julaiha, 2019). This behavior is especially necessary in situations where work or relationships are psychologically or physically stressful.
3. Participative leadership is a leader carrying out leadership persuasively, creating harmonious cooperation, fostering loyalty and subordinate participation. While the participative leadership style is a leadership style in which a superior has strong interaction with subordinates, all planning, implementation, and problem-solving are carried out jointly (Afiful Ikhwan, 2016). From this statement, it can be concluded that participatory leadership is a leadership style that shows that leaders always include subordinates in decisions and policy-making (Rusyidina,

2019). So that it will foster solid cooperation between leaders and subordinates it will provide a sense of valued trust for subordinates who are part of indirect decision-makers (Rusydina, 2019). Participative leadership has the power to motivate its subordinates, with the increase in work motivation and the leader carrying it out persuasively, it will create harmonious cooperation between leaders and subordinates, foster subordinate loyalty, and most importantly, be able to foster subordinate participation.

4. Achievement-oriented leadership This leadership is oriented towards the target that has been set. And expects subordinates to achieve as much as possible in achieving their goals (Bhayapradesita & Sudiro, 2019). Achievement-oriented leadership is leadership that proposes interesting challenges for subordinates and stimulates them to achieve goals and carry out well (Yulistian, A. S., Astuti, E. S., & Utami, 2018). The higher the leader's orientation to achievement, the more subordinates believe it will result in effective work implementation. Leaders provide challenges to their subordinates to convince them to complete challenges in an effective way and with good results (Rahmawati et al., 2023). Achievement-oriented leadership behavior refers to situations in which leaders set challenging goals for their employees, expect the best performance, and demonstrate confidence in their ability to meet expectations.

According to Hofstede, there are 2 situational factors identified in the path-goal theory model, namely:

1. Subordinate Characteristics. Path goal theory provides an assessment that leader behavior that can provide future satisfaction is what will be accepted by subordinates. There are several things Characteristics of subordinates include, namely (Sarta et al., 2023):
 - a. Locus of Control. Individual beliefs related to results. Internal control believes the results obtained are obtained based on the strength and effort they have. However, if external control believes that the results obtained are controlled by those outside of their control. People who have high internal control will tend to participate in leadership. While higher external control will tend to the directive leadership style.
 - b. Willingness to Accept Influence (Authoritarianism). A person who accepts the influence of others is usually felt by subordinates against their leaders. If the level of accepting influence is high then it will be more suitable in the directive leadership style. Meanwhile, if the influence is low, it is more suitable for a participative leadership style.
 - c. Abilities. Experience and ability can affect subordinates to their success in working according to the expectations of the leader. Subordinates whose abilities are high then tend to achievement-oriented leadership. While those with low abilities tend to be suitable for supportive leadership.
2. Environmental Characteristics. On situational factors in the environment, path-goal theory explains that leaders will be a motivating factor for their subordinates. If the behavior of a leader can satisfy the needs of subordinates, always provide training to sustain employee performance, provide support in the form of awards to appreciate performance, and leaders direct with a high level of cooperation. If employees can be motivated by leaders properly, organizations and institutions

will be better in terms of quality and environment in their work (Utami & Astakoni, 2020).

Implementation of Path-Goal Leadership Style

This theory has a function for leadership approaches that provide assumptions on how leadership style adjustments interact with subordinate characteristics in motivating subordinate performance. Theoretically, this theoretical approach suggests choosing a leadership style that best suits the needs of subordinates (Rahmawati et al., 2023). This theory can also be applied to a leader to choose actions in various situations and handle them effectively. It also informs when to be directive, supportive, participative, or even achievement-oriented (Muslimawati et al., 2023). The principles of this theory are used by leaders at every level both in organizations and various other types of tasks such as school principals (Julaiha, 2019). In addition, this theory can provide high motivation based on the goals desired by a leader to his subordinates. Likewise, about school principals and teaching staff (Puspitasari et al., 2022).

The following is the application of the four characteristic styles of the path-goal leadership style in motivating and improving the performance of subordinates:

1. **Directive Leadership.** The application of this style is suitable when tasks are unstructured or subordinates are unclear about what to do. This leadership provides the structure and direction needed to complete the task effectively.
2. **Supportive Leadership:** The application of this style is effective in situations where the tasks performed by subordinates are routine and boring, or when employees face stress or personal problems. Emotional support from the leader can boost morale and job satisfaction.
3. **Participative Leadership:** The application of this style is suitable when subordinates have a high level of skills and knowledge and want to be involved in the decision-making process. It increases commitment and ownership of the decisions taken.
4. **Achievement-Oriented Leadership:** The application of this style is appropriate when subordinates are motivated by challenges and need high achievement. Achievement-oriented leaders can inspire and motivate subordinates to reach their full potential.

CONCLUSION

Leadership is a skill and ability that can direct, coach, train, and prohibit, people from working together to achieve group goals effectively and efficiently. Path goal leadership is a leadership style that has two main functions, namely providing clarity of purpose and providing support and attention to subordinates, which has the impact of motivating subordinates. Path goal leadership has four leadership characteristics, namely, directive leadership, supportive leadership, participative leadership, and achievement-oriented leadership. Applied in the daily life of a leader in an organization and institution to motivate and improve the performance of its employees. Such as directive leadership is suitable for use when tasks are unstructured or subordinates do not understand what to do, supportive leadership is used for activities that are carried out routinely and tend to be boring, and participative leadership is used if subordinates have high abilities and always want to be involved in the decision-making process, the last achievement-oriented leadership is suitable for subordinates who are motivated by challenges and have a high need for achievement.

BIBLIOGRAPHY

- Afiful Ikhwan. (2016). Manajemen Perencanaan Pendidikan Islam (Kajian Tematik Al-Qur'an dan Hadist). *Jurnal Edukasi Islami Jurnal Pendidikan Islam*, 4(1), 128–152. <https://ejournal.staim-tulungagung.ac.id/index.php/edukasi/article/view/113/110>
- Bhayapradesita, Y., & Sudiro, A. (2019). Pengaruh Gaya Kepemimpinan Path-Goal Terhadap Intensitas Turnover Dimediasi Oleh Komitmen Organisasional (Studi Pada Karyawan Bank Rakyat Indonesia Kantor Cabang Kediri). *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijawa*, 7, 1–17. <https://jimfeb.ub.ac.id/index.php/jimfeb/article/view/5478>
- Habe, M. J., Samsu, S., Mardalina, M., Gumahansyah, R., Rusmini, R., Ahdiyenti, A., & Fardinal, F. (2022). Faktor Penentu Keberhasilan Kepemimpinan Pendidikan Islam. *JIM: Jurnal Ilmu Multidisiplin*, 1(2), 304–313.
- Juhji, J., Syafe', Z., & Gunawan, A. (2020). Kepemimpinan: Sebuah Kajian Literatur. *Jurnal Pendidikan Islam*, 3(2), 172–186.
- Julaiha, S. (2019). Konsep Kepemimpinan Kepala Sekolah. *Tarbiyah Wa Ta'lim: Jurnal Penelitian Pendidikan Dan Pembelajaran*, 6(3), 179–190. <https://doi.org/10.21093/twt.v6i3.1734>
- Lathief, S. wahyuni. (201 C.E.). KEPEMIMPINAN PENDIDIKAN DALAM TEORI DAN PRAKTEK PADA LEMBAGA PENDIDIKAN SWASTA. *PROSIDING SEMINAR NASIONAL PENDIDIKAN*.
- Machali, I. (2012). *Kepemimpinan Pendidikan dan Pembangunan Karakter*.
- miftah thoha. (2004). *Kepemimpinan Dalam manajemen*. Raja Grafindo Persada.
- Muslimawati, S., Rahim, A. R., & Aisyah, S. (2023). Pengaruh Gaya Kepemimpinan Path-Goal terhadap Kinerja Melalui Kepuasan Kerja Karyawan Pada Perusahaan Daerah Air Minum Tirta Jeneberang Kabupaten Gowa. 8(1), 95–101.
- Nur Azizah, S. (2021). Gaya Kepemimpinan Path Goal Theory Dan Produktivitas Pamong Desa. *Jurnal E-Bis (Ekonomi-Bisnis)*, 5(1), 100–114. <http://jurnal.politeknik-kebumen.ac.id/E-Bis/article/view/460/247>
- Prof. Dr.Abd. Haris. (2013). *Kepemimpinan Pendidikan*. Government of Indonesia (GoI) and Islamic Development Bank.
- Prof.Dr.H.Syaiful Sagala, S.Sos, M. P. (2018). *Pendekatan dan model Kepemimpinan*. Prena Media Group.
- Puspitasari, D., Rofiq, A., Asyari, H., & Nasucha, J. A. (2022). Gaya Kepemimpinan Kepala Sekolah dalam Peningkatan Kinerja Guru. 3(1), 70–83.
- Rahmawati, L., Aini, N., Pradana, F. A., Ansori, I., Trunojoyo, U., Alamat, M., Jl, :, Telang, R., Utm, K., & Box 02 Kamal-Bangkalan, P. O. (2023). Kajian Kepemimpinan Path Goal Theory Studi Literature Review. *Jurnal Riset Dan Inovasi Manajemen*, 1(3), 197–223.
- Rusydina, dkk. (2019). PENGARUH KEPEMIMPINAN PARTISIPATIF DAN LINGKUNGAN KERJA FISIK TERHADAP KINERJA PADA PERUSAHAAN DI

CILEGON BANTEN. *Jurnal Manajemen*, vol 9, no.

Sarta, S., Zohriah, A., & Fauzi, A. (2023). Analisis Model Kepemimpinan Jalur Tujuan (Path Goals) Kajian Kepemimpinan Dalam Lembaga Pendidikan. *Journal on Education*, 6(1), 2508–2514. <https://doi.org/10.31004/joe.v6i1.3274>

Sepmadi, W. (2021). *Teori Kepemimpinan* (Y. Umayana (ed.)). Ahli Media Pres.

SYARIFUDIN, E. (2004). Teori Kepemimpinan. *Al Qalam*, 21.

Triguna, A. (2021). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan (Studi Pada PR. Djagung Prima Malang). *Jurnal Manajemen*, 3, 201–213.

Utami, N. M. S., & Astakoni, I. M. P. (2020). Peran Gender Sebagai Group Pada Kepemimpinan Path Goal Dan Motivasi Sebagai Determinan Kinerja Guru. *Widya Manajemen*, 2(1), 36–46. <https://doi.org/10.32795/widyamanajemen.v2i1.548>

Yulistian, A. S., Astuti, E. S., & Utami, H. N. (2018). Pengaruh gaya kepemimpinan direktif, suportif, dan orientasi prestasi terhadap semangat kerja karyawan. *Jurnal Administrasi Pendidikan*, 9(1), 3.