

Enhancing Employee Performance: A Leadership Analysis

Indira Basalamah¹
STIE Wira Bhakti Makassar

Muhammad Carda P²
STIE Wira Bhakti Makassar

Nizmah A. Bahasoan³
ITB STIKOM Ambon

Correspondence : Indira Basalamah (6agustus2005@gmail.com)

Submitted : 05-01-2024, Accepted : 06-02-2024, Published : 07-03-2024

Abstract

This study seeks to offer an overview and analysis of the function of leadership at PT. Bogatama Marinusa. This study's research technique is qualitative, utilizing a descriptive approach. Primary data was gathered via interviews with eight firm workers who served as research informants. The study's findings show that leadership plays an important role in improving employee performance at PT. Bogatama Marinusa, with the leader performing interpersonal roles such as the figurehead role, which represents the company, the leader role, which provides motivation, and the liaison role, which maintains communication with employees. The information role comprises of the monitoring function, which is obtaining information from different sources; the disseminator's duty is to constantly update the most recent information; and the spokesperson's role is to transmit information to third parties. Decision making comprises of the entrepreneurial function, which is to provide ideas for employment renewal, the role of managing disruptions as a dispute mediator, the role of distributing resources by channeling money openly, and the role of negotiator by engaging in talks. The study findings indicate that the leadership position has a major impact on staff performance.

Keywords: Role, Leadership, Employee Performance

Introduction

A leader plays a critical role in an activity, organization, or enterprise. Basalamah (2022) is an action, attitude, or conduct of a person with a rank or position that represents the hope of a group or many individuals. A leader is accountable for all parties involved with his subordinates. Aside from that, executives are accountable for corporate disputes, partnerships with other organizations, and up-to-date information about firm personnel and outside parties. According to Hidayat, in Bahaosan et al.'s (2023) research, the ability to mobilize, develop, advise, direct, invite, train, guide, command, punish, and even prohibit all resources within the organization in order to achieve the desired goals in an effective and efficient manner is an understanding of leadership. This approach leads to the identification of three leadership elements: leaders, members (followers), and circumstances.

To delve deeper into the role of leadership, which is a serious problem that requires attention, prior to conducting this research, efforts were made to locate similar reference materials, specifically research conducted by previous researchers on the role of leadership in improving employee performance.

Kurhayadi et al. (2022) conducted research named *The Role of Operations Managers in Improving Employee Performance at PT Kalibaru Investama Bandung*. The study findings suggest that leaders play an important role in interpersonal interactions, knowledge, and making well-informed choices inside the organization that are consistent with employee decisions, while also having a good impact on workers. The leadership's attempts to overcome hurdles have been successful, as the leader has implemented a number of positive sanctions for staff performance. Providing awards for the company's job outcomes improves staff performance.

Employee motivation can lead to a decline in performance, which causes the company's performance to be less than optimal and can have a negative impact if it continues (Basamalah, 2022). As a result, there is a need for a leader's role that can provide motivation while also carrying out its function, namely as a planner, organizer, and having a leadership spirit that can control conflicts and obstacles within the company.

Based on the context of this issue, which leads to comparable study references, researchers want to undertake research on the function of leadership at PT. Bogatama Marinusa. PT. Bogatama Marinusa is a construction service firm that strives to deliver the finest possible service to its customers. To achieve peak performance, personnel need the position of a leader. This study will look at aspects connected to the role of leaders in the organization in order to increase employee performance and help the firm accomplish its objectives.

Methods

The research method used is a qualitative approach. According to Basamalah (2021), a research process that understands human or social phenomena by presenting the entire complex

picture described in words, views obtained from informants in detail, and carried out in a natural setting.

The technique for selecting sources was random, consisting of eight company employees located in Makassar. The informants are female and male with an age range of 20-45 years.

Data collection techniques were carried out through in-depth interviews with all informants, direct observation of research objects, and documentation of several business activities.

The data obtained by researchers is primary data from informant interviews and secondary data obtained from journal references, websites and company historical data.

Results and Discussion

PT leaders have a variety of responsibilities in enhancing staff performance inside the firm. Bogatama Marinusa, especially by performing interpersonal, informational, and decision-making tasks. Interviews with informants yielded the following study findings and discussion:

Interpersonal roles (interpersonal relationships)

A successful firm cannot be divorced from a positive connection between workers and leaders, effective communication between the two parties, and an active role of superiors inside the company, all of which have a significant impact on boosting employee performance.

1) The job of Main Figure (Figurehead) carried out by the leadership of PT. Bogatama Marinusa is inextricably linked to connection to external parties, with the leader actively representing the firm in external meetings. The function of a key figure (figurehead) is one of the characteristics that has a considerable influence on boosting employee performance, namely preserving good connections between the organization and external parties.

2) The leadership of PT. Bogatama Marinusa plays a key role in motivating people to come to work. The position of a leader is one of the characteristics that has a considerable influence on enhancing employee performance, namely making people more accountable for their job.

Based on the interview findings, it is possible to infer that leaders often urge their staff to be more excited about working. Leaders also travel straight into the field to give further incentive and relocate their colleagues. Another viewpoint holds that while leaders must provide motivation, they do not always need to move or direct the work of each employee. This is because employees must also have their own divisions within the company; providing motivation or direction to employees is deemed sufficient by the leader because employees are responsible for their respective jobs.

3) The leadership at PT. Bogatama Marinusa's position as Liaison Manager is concerned with communication between leaders and workers in order to preserve positive relationships. The function of Liaison Manager is one of the aspects that has a big influence on increasing employee performance, namely the formation of excellent chemistry between leaders and workers, resulting in pleasant working circumstances inside the firm.

According to the interview results, leaders do a variety of things to maintain communication with their employees, including holding formal events such as company meetings to discuss work progress and future goals, communicating via social media, casual chats outside the company's job desk, and weekly project visits. Improve communication between leaders and field team members.

Decision-Making Role.

Improving firm success is constantly linked to the leader's position as the primary decision-maker. Leaders must be able to discern what actions workers must do in order to accomplish organizational objectives, but employees also play a vital part in leaders' decision-making.

1) The leadership of PT. Bogatama Marinusa fulfills its responsibility as an entrepreneur by presenting workers with proposals for work reform. The role of an entrepreneur is one of the parameters that has a significant impact on improving employee performance, namely developing the company through innovation and creativity (Basamalah et al., 2021) and taking advantage of opportunities to create changes that benefit both employees and the company.

2) The leadership of PT. Bogatama Marinusa's position as Disturbance Handler, which entails resolving internal issues. The role of a Disturbance Handler is one of the parameters that has a significant impact on improving employee performance, namely leaders' ability to control situations that are not conducive within the company, where these conditions cannot be resolved without the role of leadership (Carda, 2022). Leaders have the ability to manage the environment inside the firm; if the situation is controlled and issues are effectively addressed, workers will feel more at ease at work, resulting in higher employee performance.

According to the interview results, the leader plays the role of a Disturbance Handler by acting as a mediator between the two parties in conflict. The leader also conducts meetings to discuss the problems that arise and how to solve them. Warnings are also sent to workers who are in dispute so that they may recognize their own shortcomings and be willing to reflect on where their problems lay so that future assessments can be conducted to ensure that similar incidents do not occur within the organization. The leader also does not show partiality towards each other's workers; he always looks at all sides, so he does not lean toward whether the issue is A or B; instead, he collects information from the many parties involved so that he may decide for himself who should be held accountable. responsibility for the war. Leaders have fulfilled the function of disturbance handler, which entails taking remedial action when the organization encounters unanticipated challenges. (Yusuf, 2021).

3) The leadership of PT. Bogatama Marinusa's responsibility as Resource Allocator, which entails transparently dispersing corporate cash. The function of Resource Allocator is one of the characteristics that has a big influence on boosting employee performance, namely employee trust in the firm's future finances as a result of leaders allocating corporate cash transparently.

The interview findings indicate that the leader serves as a Resource Allocator, allocating monies in a clear, authentic, and transparent way. Some divisions think they do not understand this role since it is handled by the specific divisions who are accountable, such as the finance

department and field project managers; nevertheless, if other divisions require this information, the leaders freely share information if necessary.

Conclusion

Based on the reviewer's study and conversations about the function of leadership and how it affects employee performance, the following conclusions may be drawn:

- 1) Roles related to interpersonal relations (interpersonal relations) are divided into three roles; in the role of the main figure (figurehead), the leader always maintains good relations with external parties, which bridges the relationship between employees and external parties; in the role of a leader (leader), the leader always provides motivation to employees in working; and in the role of liaison manager (liaison manager), the leader maintains good communication with his employees.
- 2) Roles related to information (Informational Role) are divided into three roles; in the role of monitor (monitor), the leader receives all information from both employees and outside parties; in the role of disseminator (disseminator), the leader receives all information from various parties, both information from within and outside the company; and in the role of leader's spokesperson, the leader represents the company in conveying information to external parties.
- 3) Decision-making roles (decisional roles) are divided into four roles: as an entrepreneur (entrepreneur), the leader provides work reform ideas to employees; as a disturbance handler (Disturbance Handler), the leader resolves conflicts that occur within the company by evaluating employees regarding problems that occur; and as.

References

- Al Amin, R., Prahiawan, W., Ramdanyah, A. D., & Haryadi, D. (2023). Employee performance under organizational culture and transformational leadership: A mediated model. *Jurnal Mantik*, 7(2), 719-728.

- Atan, J. B., & Mahmood, N. (2019). The role of transformational leadership style in enhancing employees' competency for organization performance. *Management Science Letters*, 9(13), 2191-2200.
- Bahasoan, N. A. (2001). Hubungan Antara Inteligensi dan Masa Kerja dengan Kecerdasan Emosional Perawat.
- Hajiali, I., Kessi, A. M. F., Budiandriani, B., Prihatin, E., & Sufri, M. M. (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69.
- Iskamto, D., Srimulatsih, M., Ansori, P. B., Ghazali, P. L., Foziah, N. H. M., Arifin, J., & Bon, A. T. (2021). Analysis of Relationship between Leadership and Employee Performance at Manufactur Company in Indoenesia. In *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management*. Singapore: IEOM Society International (Vol. 8, pp. 3262-3269).
- Lam, C. S., & O'Higgins, E. R. (2012). Enhancing employee outcomes: The interrelated influences of managers' emotional intelligence and leadership style. *Leadership and Organization Development Journal*, 33(2), 149-174.
- Luthans, K. (2000). Recognition: A powerful, but often overlooked, leadership tool to improve employee performance. *Journal of Leadership Studies*, 7(1), 31-39.
- Magasi, C. (2021). The Role of Transformational Leadership on Employee Performance: A Perspective of Employee Empowerment. *European Journal of Business and Management Research*, 6(6), 21-28.
- Makambe, U., & Moeng, G. J. M. (2020). The effects of leadership styles on employee performance: a case of a selected commercial bank in Botswana. *Annals of Management and Organization Research*, 1(1), 39-50.
- Misra, P. K., & Mohanty, J. (2021, February). A review on training and leadership development: its effectiveness for enhancing employee performance in Indian

- construction industry. In *IOP Conference Series: Materials Science and Engineering* (Vol. 1045, No. 1, p. 012020). IOP Publishing.
- Ohemeng, F. L., Amoako-Asiedu, E., & Obuobisa Darko, T. (2018). The relationship between leadership style and employee performance: An exploratory study of the Ghanaian public service. *International Journal of Public Leadership*, 14(4), 274-296.
- Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). The influence of transformational leadership and work motivation on employee performance mediated by job satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171-178.
- Putra, R., lima Krisna, N., & Ali, H. (2021). a Review Literature Employee Performance Model: Leadership Style, Compensation and Work Discipline. *Dinasti International Journal of Management Science*, 3(1), 56-66.
- Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303-322.
- Susanto, Y., & Siswoyo Haryono, S. (2020). The Effect of Leadership and Compensation on Employee Performance: Evaluating the Role of Work Motivation. *Journal of Talent Development and Excellence*, 12(2), 2439-2449.