

# THE ROLE OF LEADER IN EMPLOYEE PERFORMANCE ACHIEVEMENT (STUDIES IN REGIONAL EMPLOYMENT AGENCY SURABAYA)

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## ABSTRACT

*In the organization of human interaction are incorporated in them, such as the relationship with subordinate leaders, that they will work together in performing the tasks that have been planned to achieve organizational goals. A leader in the proficient and skilled capable expected should also be willing and have the willingness to work effectively and efficiently. The task of a leader is to plan, mobilize and supervise every activity in the organization. One of the main tasks of a leader is to be able to achieve the performance of employees which in turn can achieve the goals and objectives of the organization are in leader. The method used in this research is a descriptive qualitative approach His research focus is 1) the role of the leader in achieving the performance of employees at the Regional Employment Agency of Surabaya (BKD). 2) the performance of employees in the Regional Employment Agency of Surabaya. The results showed that the role of the leader in achieving the performance of employees in Surabaya Regional Employment Agency can already be quite well where leaders are able to carry out their role so as to achieve better performance of employees in order to realize the objectives of the organization.*

**Keywords:** Leader, Employee Performance, Regional Employment Agency Surabaya

## 1. INTRODUCTION

One of the characteristics of modern man is his membership in various organizations, all of which are intended to achieve personal goals, both in terms of increasing his standard of life in the material sphere and his welfare in the spiritual sphere. The main reason for merging into various types of organizations, among others, is that modern life results in increasingly complex needs that seem impossible to meet without going through organizational channels. A very casual observation alone would show that every modern human belongs to various types of organizations. As discussed by Thoha (199, p.3) that humans and organizations are united and when the two components that support organizational behavior interact, it will give birth to a lively discussion scene,

In addition to being able to be competent and skilled, a leader should also be willing and have the seriousness to work effectively and efficiently. Ability and skills will be less meaningful if not followed by work morale and discipline of employees in realizing goals. To achieve high

performance goals and is useful for the progress and smoothness of the organization, it is absolutely necessary that the role of a leader is to provide motivation for supervision and good communication with subordinates. or the lead. Thus, it can be concluded that one of the factors that determines the success of running the government is the role of a leader of Stogdil as quoted by Wahjosumidjo (1974). Based on this background, the formulation of this problem is 1) what is the role of the leader in achieving employee performance at Regional Employment Agency (BKD) Surabaya City. 2) How the Employee Performance at BKD Surabaya City. The purpose of this research is to answer the problem formulation above.

## 2. MATERIALS AND METHODS

A leader must be the center of communication, to be able to convey his thoughts and desires to his surroundings and otherwise sensitive to receive all information from his environment. because

If a leader wants to impose his own thoughts or ideas and is not sensitive to the cues given by environment, surely, he is not

a good leader. Meanwhile, according to Kartono (1990, p. 64) says that: "A leader is a person who has superior skills in a field, so that he is able to influence others to jointly carry out certain activities, for the sake of achieving one or more advantages. as a predisposition (talent that is born from birth), and is a need of a situation or era, so that he has the flexibility and authority to direct and guide flexibility and authority to direct and guide subordinates. According to Abdurachman quoted by (Widjaja 1985,) states that the role of a leader is essentially: Carry out his duties and authorities within relationship with this authority provides several terms which have the same essence of the authority, among others:

- a. *Actuating*
- b. *Loading*
- c. *Directing*
- d. *Commanding*
- e. *Motivating*

This type of research used by the author is descriptive research with a qualitative approach. Thus, the location of this research is the Regional Civil Service Agency of Surabaya City. While the research site is the regional civil service agency in the city of Surabaya. Sources of data in this study are primary data sources and secondary data sources. Data collection techniques are carried out through interviews, observation and documentation. Data analysis used interactive analysis developed by Miles and Hubberman, (Sugiyono, 2008, p.247) through three stages, namely data reduction, data presentation, and verification.

### **3. RESULTS AND DISCUSSION**

#### **3.1 Leader Role**

##### **a. The leader's role as a motivator**

Work motivation in every organization is very important, especially the motivation of a leader as the highest power holder in the organization because a leader has a big influence in supporting the performance of employees in an organization. To see the reality in the Regional Employee Agency of Surabaya City, shows that BKD leaders play a role in providing motivation to employees. This can be said to be good, because in carrying

out their work, employees have the motivation to complete their work.

In providing motivation for employees in the BKD Office of Surabaya City, the leadership always gives enthusiasm to the employees both in staff meetings which are held every month and in doing their daily work. The Head of the Surabaya City BKD also provides rewards and punishments for employees who violate the rules. So that it can be fair between reward and punishment given to employees.

The motivation given by the leaders of the Surabaya BKD is in accordance with the motivation theory put forward by McGregor with the X theory approach, namely to motivate employees to be carried out by means of strict supervision, forced, directed so that they want to work seriously and link to decisions. Give that motivation.

##### **b. The role of the leader as a director**

The direction carried out by the leader is an instruction, instruction, or order that must be done by employees so that employees can understand the work they have to do.

The role of directing contains the meaning that it provides directives, gives directions or instructions, and can be interpreted as providing direction. In other words, what is carried out for the next time or at a later date already has boundaries that must be obeyed so that all of them can be in line with what has become the rules in an agency or organization. In the role of giving direction, it means that all efforts made by employees who are under the responsibility of the Head of BKD have been predetermined and planned and the agreed regulations are the result of developing the thinking of leaders in the public organization.

This is in accordance with what has been stated by Rivai (2007, p. 136) regarding the function of leadership, one of which is the function of coordination. The embodiment of the coordination function carried out by the leadership implies that to be able to move the subordinates of a leader must be able to carry out coordination, namely connecting, integrating, harmonizing the relationship between people, jobs and organizational units one

another so that everything goes in harmony.

### **c. The leader's role as a supervisor**

Supervision is one of the management functions which is the duty and responsibility of a leader in an organization which he leads can run according to the objectives that have been decided. Supervision carried out by the leader aims to measure the extent to which the working mechanisms and procedures that have been established can run well and the results are very satisfying.

With this it can be seen that in terms of providing supervision to the leader of the Regional Employee Agency of Surabaya City, it has been considered quite effective, this is because leaders often supervise employees in carrying out their duties both preventive and repressive supervision. Even though the supervision is not too strict, supervision is still carried out on everything that is done by employees. This is because if supervision is carried out very tightly, employees will feel uncomfortable with the supervision carried out by the leader. With this supervision, the leader still provides a comfortable atmosphere for employees in carrying out their duties. alone as well as for the leader. While the benefits of supervision for the leader in supervisory activities are very beneficial for the employee in assessing the work of the employee, namely by evaluating the results of the report that has been done by the employee. From the type of leadership that exists in the BKD of the city of Surabaya that leaders tend to use Situational leadership theory proposed by Hersey and Blanchard with a delegation approach, in this approach it is argued that the leader only provides a little direction and supervision, because - Subordinates' abilities and expertise are very high in completing their duties effectively and efficiently.

### **d. The role of the leader as a communicator**

Communication is an important means in an organization to achieve goals. In the BKD office of Surabaya City, communication between superiors and subordinates, in this case the leadership and employees, can be seen that leaders play a role in communicating with their

employees. The communication carried out by the leader is not only limited to work matters, but if there is free time and there is no work, the leader does not hesitate to also gather with subordinates to just chat.

Thus, the leader has carried out his role to establish effective communication relationships in accordance with the theory put forward by Widjaja regarding the important role of leaders, one of which states that the important role of a leader is to carry out effective communication, so that someone becomes a role, he always has a relationship with each other. In addition, when viewed from his leadership, this is in accordance with the leadership theory expressed by Dyadic, namely the Leader Member Exchange (LMX) theory which says that this theory focuses on deeper relationships between leaders and subordinates that are developed over time.

This theory emphasizes on the process frequency, communication, subordinate characteristics, job satisfaction, climate and commitment. In addition, the role of the leader in communication with subordinates is also in accordance with the Partnership Building theory which was also put forward by Dyadic which emphasized how a leader must work together with each subordinate one by one to create a relationship like a colleague that benefits both parties.

## **4. RESULT AND DISCUSSION**

### **4.1 Measurement/ assessment of Employee Performance Levels**

Based on the notion of performance as a process and outcome, the level of employee performance at the Surabaya City Regional Employee Agency can be identified through 3 (three) parameters, namely through quantity, quality and timeliness. This is in line with the opinion expressed by Agus Dharma in Sedarmayanti (2000, p. 63) that quantity, quality and timeliness are elements identified to measure or assess employee performance. These three elements are an integral part in determining the level of employee performance. That is, the level of employee performance can be said to be good if the quantity of work done is in accordance with the required quality and in accordance with the specified time.

Overall, the level of employee performance at the Surabaya City Regional Employee Agency is quite good. From the element of quantity, the portion of work given is in accordance with the existing tasks and functions for each staff / employee. In terms of quality, the results are in accordance with the standard provisions required by the leadership and done on time.

#### **a. Quantity**

In the framework of carrying out their duties and obligations, employees who work at the Surabaya City Regional Employee Agency work in accordance with their respective Main Duties and Functions which are listed in the job description in each field. All implementation of duties has been arranged in detail, clearly and firmly in the job description. Thus, the job description of each individual or staff is clear, the leader in each Section / Subdin / Subdivision / Division will provide details regarding the division of tasks according to the field of ability of the employees. So, the number or quantity of a job has been arranged in an organized job description list.

From the data, the total number of BKD Surabaya is 50 Civil Servants. Based on the observations made, from all existing Subdivisions or fields, each division has an important function in carrying out the duties and services of the Surabaya City Regional Civil Service Agency. Therefore, the allocation of employees is considered quite evenly according to the needs of each sector.

#### **b. Quality**

In order to improve employee performance, the quality of the work produced must be able to meet the standard requirements for results that have been determined according to what the leadership wants. Efforts to improve the quality of employee performance quality have been carried out through the implementation of education and training programs, working conditions that include facilities, employee promotions and employee transfers, salaries and employee recruitment systems, whether at the structural, functional or technical levels. This is in accordance with the theory of

Wilson and Hayel 1987, the quality of work shows the extent to which the quality of a person in carrying out his duties includes accuracy, completeness and neatness.

#### **c. Punctuality**

Every employee is required to carry out their duties and jobs as well as possible. In carrying out his job, an employee carries out his job by referring to the existing duties and functions in accordance with applicable regulations. The employees at the Surabaya City Regional Employee Agency can already be said to have good performance, because they can complete work according to the specified time limit, even some employees are able to work on tasks before the specified time. This is in accordance with the theory (Wilson and Heyyel 1987) which states that the quantity of work is the amount of work performed by an employee in a certain period.

This can be seen from the results of the work of employees at work with a certain time and speed in completing their work. Thus the quantity of work can be seen from the amount of work and the use of time. Through a high level of work discipline, employees at the Surabaya City Regional Employee Agency are able to develop their abilities, especially their effect on work completion and are able to increase the sense of discipline in each employee by enforcing rules that must be obeyed by employees.

### **5. CONCLUSION**

Based on the above discussion, it can be concluded that:

a. The role of the leader in achieving employee performance in the Surabaya City Regional Employee Agency can be said to be quite good where the leader can carry out his role properly so that it can achieve better employee performance in order to realize the goals of the organization.

b. The quality of employee performance at BKD is influenced by the level of complexity and the large quantity of work that must be completed by employees because the quality that will be produced is often less than optimal, and if the quality of work produced by employees

is good, then the work program each year can also be achieved properly.

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