Leadership Role of Head in Improving Employee Performance

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Abstract— **Leadership roles greatly affect how the performance of employees in an institution. This study aims to determine the role of youth education and sports leadership in improving employee performance in Buleleng regency. The method used is a qualitative method where it analyzes the object of research by investigating, finding, describing so as producing descriptive data. The results showed that this organization has been running very well with the leadership style of the head of his office. Researchers also see the workings of employees who work very well and also maximally. Each employee strives to complete their tasks well. They build good communication, both leaders to employees and between employees. Thus, researchers see this organization running quite effectively. There are some obstacles faced by leaders but can be overcome well. Leaders who try to protect each employee shows significant results on employee performance in carrying out each task and responsibility. Fragment problem every party in this office is equally struggling to realize common organizational goals.**

Keywords— leadership, strategy, employee performance

INTRODUCTION

Leadership is one of the issues in management that is very interesting to discuss until now. The role of the leader who is very strategic and important for the achievement of the mission, vision and objectives of an organization are one of the motives that encourage humans to always investigate the ins and outs associated with leadership. In public organizations, subordinates always work dependent on the leader. If the leader does not have the ability to lead, then very complex tasks cannot be done well. The quality of the leader is often regarded as the most important factor in the success or failure of the organization as well as the success or failure of an organization both business-oriented and public is usually perceived as the success or failure of the leader.[8]

Leadership can be defined as the ability of a person to mobilize, direct and influence the thought patterns and work behavior of each member so that they act independently in their work, especially in decision making for the acceleration of achieving predetermined goals. [13] This is also in line with [13] opinion that a leader has several roles including as a catalyst, facilitator, and motivator. [7] Leaders play a key role in formulating and implementing organizational strategies. This implies that each leader is obligated to give serious attention to developing, motivating and directing all of the employee potential in their environment to achieve focused workload and goals. The leaders need to conduct serious development towards employees to create satisfaction and organizational commitment, ultimately resulting in improved high performance

Employee performance includes the quality and quantity of output as well as circumstances at work. Employees can work well if they have high performance so that they can produce good work as well. With the high performance of employees, it is expected that organizational goals can be achieved. Conversely, organizational goals are difficult or even unattainable if the employees do not have good performance so that they cannot produce good work.

METHODOLOGY

This research was conducted at the Youth and Sports Education Office in Buleleng Regency. Interviews were conducted with the relevant head of the department and with employees working in the office. The questions posed pertained to the head of the department's leadership in positioning employees, strategies in improving employee performance, the challenges faced by the head of the department in enhancing employee performance, and the solutions provided.[9]

The type of research used in this study is "qualitative research" which is a method that examines or describes the phenomenon as it is and examines a condition, thought or an event in the present, which aims to make a systematic, factual, and accurate picture of the facts of the phenomenon to be investigated.[2]

This study analyzes the object of research by investigating, finding, describing so as producing descriptive data in the form of leadership of the Department of Education in improving employee performance in Buleleng Regency.

FINDING AND DISCUSSION

1.1 Observation Results

1.1.1 Profile of Buleleng regency youth and Sports Education Office

Education Office of Buleleng regency was established in 1975, when Education Office has been known as the Office of the Ministry of Education and culture of Buleleng regency. From 1975 until 2015 has experienced 11 generations of leadership.

1.1.2 Main Tasks Disdikpora Buleleng

The Department of Youth Education and Sports of Buleleng regency has the main task of helping the Regent carry out government affairs in the field of Education, Youth and sports in Buleleng Regency.

1.2 Interview Results

It is understood that work discipline is a person's mental and emotional reaction to their work. One has high work discipline if they are satisfied with their work. If the head of the Education Office in Singaraja wants to improve the work discipline of the employees, they must consider the welfare of the employees. To improve performance, employees especially must be disciplined in performing their tasks. The leader helps the employees develop their behavior patterns, improve their behavioral standards, and cultivate a sense of unity. Thus, the behavior pattern of the group is closely related to the organization's goals.

Human resource planning is the process of analyzing and identifying the availability and need for human resources so that the organization can achieve its goals. [11]

Exposure to the results of research on the leadership of the Department of Youth Education and sports in improving employee performance in Buleleng regency as follows:

1. Head of Department Leadership in Placing Employee Position

Researchers conducted interviews to the head of the Department of Youth Education and sports in Buleleng. Based on the results of an interview with the head of the Office of education on *"How do you step in realizing a good organization?"* The head of the Department said that:

Our steps as leaders in realizing a good organization are certainly in accordance with operational standards that have been determined by the local government. So there is such a thing as organizational governance where we structurally and operationally have determined what the duties, principles and functions of each personnel in the organization. If it has been done, of course we can carry out organizational performance well.

The next question about *"How do you measure the success of employee performance"* head of Education said that:

Our way to measure the success of the employee's performance is 1) by equating with the merger performance charged to the organization. Then personally the employees are also measured its success by looking at the achievement of personal performance targets that they have as with the SKP (employee performance targets) for ASN personnel. For Non-ASN, we ask for the achievement of targets they have to complete the tasks they carry out. There is an indicator/parameter used to measure performance for employees including the organization.

The next question about "*How do you deal with poor-performing employees and how to change them*" the head of Education Office said that:

Employee performance cannot be separated from employee discipline. So as long as the employee has performed well, of course it has been started with good discipline. But if their performance is poor, it means they have poor discipline. If you meet with employees performing poorly, coaching is done by calling and telling how their performance is. But if it continues, then a warning letter (SP) is given. Which at that time also could not be heeded, it must be dismissed if non-ASN employees. However, if ASN, we do discipline ASN.

The next question is *"whether in placing the position of the employee is in accordance with the educational background possessed by the employee?"*. The head of Education said that:

Especially for the placement of related employees, there are ASN and non-ASN, then for ASN based on the recruitment process held, namely through the opened formation of course. Then for the non-ASN based on educational background. Because it helps the acceleration of performance acceleration later. For example,

accounting will be placed in the finance section. And is also depending on the policy of the local government what formations are opened, then we also follow it.

The next question about *"what motivation is given to the head of the Department of employees in improving employee performance?"*. Head of Department said that:

The first is to equate perceptions related to the purpose and importance of the existence of this organization to public services. If they perform well then they will get appreciation. If possible, they get a reward. Sudarmanto divides rewards or incentives into two aspects, namely intrinsic rewards or incentives which include participation in decision-making, greater discretion and freedom, greater responsibility, more interesting work, opportunities for growth and development, and diversification of activities.[11] The second aspect is extrinsic rewards or incentives which include financial rewards, such as commission, incentives, bonuses, profit-sharing, while non-financial rewards include office equipment, parking areas, better job assignments, business cards, personal secretaries, impressive titles.

And this is spontaneity because it has not been able to allocate rewards specifically. Stays motivated internally and externally. Internals are from within and external is in the form of appreciation and continue to provide encouragement.

The next question about *"whether in planning a program of activities always include employees?"*. The head of Education said that: We involve employees in accordance with their respective fields. A special programs planning through bottom-up methods that later they will make their studies related to the policies determined by the local government. So it must involve all employees to plan a program of activities in accordance with their respective fields.

The next question about *"Do you make an evaluation in terms of improving employee performance?"*. Head of Department said that : Evaluation is done once a week which is held at the time of the Apple on Monday. It reminds us of where we've been and what needs to be done this week. And also always remind people to obey the time schedule that has been made. So when met the problem immediately gone handling. And then there is also a monthly evaluation to see the performance of each program that has been implemented.

2. Strategies in Improving Employee Performance

Strategy is a potential action that requires top-level management decisions and a large amount of company/organization resources. Strategy affects the long-term and future-oriented prosperity of the organization. The question that the researcher asked the head of department about *"what strategies are used in improving the performance of employees"*. Head of department said that: Using strategies of planning, organizing, motivating, controlling, and evaluating. What was done, how implementation/implementation as what, then there is control so that it can be evaluated. And do not forget also that we also always motivate employees to work well and optimally.

The next question is *about "Do you always communicate with subordinates in improving employee performance"*. Head of department said that: Here we are all brothers. This organization is our second home. So whatever happens to the organization comes from us. It is very necessary communication strategy in developing and advancing this organization. And also use the 3K + strategy. Namely communication, coordination, openness and collaboration. This is expected to build a performance enhancing strategy. No one hesitates to ask, do something and also coordinate. In the end, that's what made us all aware of our duties.

The next question is about *" in terms of whether you assess the performance of the employee is able or successful in improving performance"*. The head of department said:

To assess employee performance, we look at the achievement of given targets. For example, they are given a task and given a deadline, then we see if they are able to do according to the target given. As long as those targets are achieved, then their performance appraisal is good.

3. Constraints Faced by The Head of Department in Improving Employee Performance

The question that the researcher asked the head of department about *"supporting and inhibiting factors in improving performance"*. The head of Education said that :

Supporting factors the educational background. It strongly supports how employees perform in achieving organizational goals. Then the spirit that arises from the motivation given is also very influential in improving performance. Then, there is the provision of rewards to employees who are also supporting factors. The last is a supportive environment.[3] The inhibiting factor is most of the social environment conditions of each employee. We can not equalize all employee conditions. The next is the speed of Information change to which employees must try to adjust. Unpreparedness in accepting the development of the era, including inhibiting in improving performance.

The next question is *"problems and solutions in the Office of Education".* Head of department said that:

The problem is personality issues. So it must be done through the common perception of togetherness in order to foster a sense of belonging in the organization. If you already have a sense of belonging, then will have a high fighting spirit to jointly advance the organization. The solution that we can provide is to make a gathering where this becomes a place for togetherness and can been close to each other.[1] And at that time we also provide motivation to employees as part of efforts to improve employee performance.

Discussion

Leadership is related to the process of motivating, guiding, training, directing, showing the way, setting an example, taking risks, influencing, and convincing others. Leadership is a process of influencing group activities in an effort to achieve a predetermined goal. The idea is that leadership always involves influencing others for the purpose of achieving a good outcome.

1. *Head of Department Leadership in Placing Employee Positions*

The results showed that the head of the Department of Education put the position of employees is maximal due to its placement in accordance with the directives and rules of local government. And then the placement of employees also pay attention to the educational background in order to put the right position so that it can help the performance of employees who work in accordance with their respective fields. As for employees who are not in accordance with his educational background will be given direction and guidance in order to adjust in doing its main task. In addition, leaders have programs and policies in an effort to improve employee performance. The program is run in accordance with the vision and mission of the office concerning.[6]

By improving employee discipline, increasing human resources and sop socialization in carrying out duties and responsibilities. Programs that are charged to officials are implemented based on the instructions and instructions of the leader.[5] So then the employees can report activities in accordance with a predetermined schedule regarding both constraints and developments.

2. *Strategies In Improving Employee Performance*

The results showed that the strategy of the head of department in improving employee performance is always looking at employees as partners and the same family has the same goal to advance the organization, fostering good working relationships and a harmonious environment. Thus creating a harmonious and comfortable working relationship in carrying out tasks, providing guidance, providing information, giving awards to the best employees. With some of these strategies are expected to employees have a sense of belonging to this organization. Leaders also want to appreciate, protect and respect each employee so that it can improve employee performance against

duties so that employees will continue to work hard in completing tasks and responsibilities.

3. Constraints Faced By The Head of Education in Improving Performance

The progress of the organization is greatly influenced by the performance of its employees so that every organization will continue to strive to improve the performance of its employees in order to achieve good and satisfactory work results. To be able to achieve it requires a lot of effort to be done, both by leaders with their leadership style and employees with the resulting performance. Every leader has the authority and responsibility to determine the activities of the organization.

The overall results obtained from the internship at the Office of Youth Education and Sports Buleleng district showed that this organization has goes very well with the leadership style of Mr. Head of his service. Researchers also see the workings of employees who work very well and also maximally. Each employee strives to complete their tasks well. They build good communication, both leaders to their employees and between these employees. Thus, researchers see this organization running quite effectively.

There are some obstacles faced by leaders but can be overcome well. Leaders who try to protect each employee shows significant results on employee performance in carrying out each task and responsibility. So that every party in this office is equally struggling to realize common organizational goals.

Strategies have a long-term and future-oriented impact on the prosperity of a company/organization. This agrees with Jauch and Glueck (1994) in Amirullah (2015) that strategy is a comprehensive and integrated plan that links a company's strategic advantages to the challenges of the environment and is designed to ensure the attainment of the company's main goals through proper implementation by the company.[3] The results show that the head of the department improves employee performance by approaching employees, giving instructions and motivating employees to complete their tasks as expected.

Additionally, factors faced by the Head of the Agency include personal problems of employees, where employees have to ask for permission to be absent from work due to family factors. For example, there is one family member who is sick, caring for the elderly, and other reasons. This certainly becomes one of the factors that hinder the improvement of employee performance by

the Head of the Agency because employees cannot solve personal problems. This is in line with Questibrilia's (2019) view that personal problems of employees often make employee performance decrease, so work is no longer carried out optimally.[10] Problems often occur in the work environment, causing this condition to have a negative impact on both employees experiencing the problem and the company/office. Of course, this ultimately results in the occurrence of many obstacles or obstacles during the work process. In the end, the work cannot be carried out optimally because employees are not focused on their work.[4]

CONCLUSION AND RECOMMENDATION

From the results of research conducted, it can be concluded that the leader is very influential on the performance of employees. The motivation given by the leader can build the confidence of employees so that employees can have a fighting spirit to do their duties well. Placement and strategy undertaken by the leader has been done with the maximum in accordance with applicable regulations. And if you find obstacles, then the leader immediately find a solution together to overcome them and provide direction and guidance to each employee. Thus, good cooperation is established and jointly working on organizational goals that have been determined

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