

## LEADERSHIP ROLE TO IMPROVE EMPLOYEE PERFORMANCE

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**Abstract :** *The Global Pandemic by COVID 19 is a challenge for all agencies in the aspect of life, demanding that people innovate and self-management to remain in existence in the development of the industrial world. Good management and human resources are crucial factors in developing a company or organization to achieve the goals that have been set good leadership of the leaders and discipline owned, realized and carried out responsibly from all parties become factors that can improve the performance of employees who impact the agency. This research was conducted at Al Abidin Surakarta Foundation with 42 employees consisting of administrative employees, security and cleaning services. The sample numbered 20 employees, taken by census method. Data analysis tools use multiple linear regression analysis. The results showed leadership and discipline had a positive and significant effect on the performance of employees at Yayasan Al Abidin Surakarta. Leaders who provide transparency, attention, reward, and can put their employees to impact comfort and optimization of performance. Employee discipline in attendance, return, appearance and adherence to regulations influences improving performance at Yayasan Al Abidin Surakarta*

**Keywords:** *Leadership Role, Employee Performance*

### 1. Introduction

#### A. Background

The Global Pandemic by COVID 19 has a demanding impact that requires people to innovate and self-management to exist in the development of the industrial world. An organization or company must perform management both in production and human resources, which is crucial in developing a company or organization to achieve a set goal.

Performance plays a vital role in the sustainability of the company or organization. Bahri et al. (2018) convey one's version consists of a combination of abilities, efforts, and opportunities that can be assessed from the results of his work. Performance becomes a form of work achieved by a person in carrying out the tasks given to him by the criteria set. Mulyadi & Marliana (2010), in their journal, said the performance of employees could reflect the performance of a company or organization. Then it can be said that the performance of employees is closely related to the performance of the company or organization.

Leadership is a factor that must be taken into account for the performance of a company or organization. Sugiyanto & Ruknan (2020) said leadership is influencing group members or organizations towards other members in achieving goals. Sule et al. (2016) conveyed the high low

of leadership variables, including inspirational motivation, integrity, innovation, impression management, individual consideration, intellectual stimulation, and trust, which will significantly positively influence employee performance. Leadership affects the high low or good understanding of employees.

Discipline is also a factor that affects the performance of a company or organization. Hariyanto & Mardika (2020) conveyed good discipline reflecting the great sense of responsibility of a person to the tasks given to him. This will encourage the passion for work, the spirit of work, and the realization of the company's goals, employees, and the community.

Leaders can apply work discipline to interact with their subordinates to make their employees' behavior change with increased self-awareness to comply with the rules that apply to a company. Shinta & Siagian research (2020) showed that work discipline affects employee performance with a sense of regulatory awareness.

The award is a reward that deserves to be received for the achievements performed, Rahman et al., (2020) define the award as all forms of return, both financial and non-financial, received by employees because of the services donated to the company. Rewards become one reward that can be used to improve employee performance. The implementation of the exemplary award for employees can continue to improve their competence and performance. The award is a reward given by the company to its employees for the work that has been done both intrinsic and extrinsic awards, Prabu (2016) said with a good award is expected employees can improve performance and have the ability to compete to achieve a balance between personal and organizational goals.

In addition to leadership, discipline, and awards, social media is also one of the factors that can affect the performance of a company or organization, especially in today's digital world. Purwantini and Anisa (2018) said the use of social media had a positive effect on performance, namely customer service performance, sales, marketing, and internal operations. Social media is online media, making it easier for its users to participate, share, and create content, including blogs, social levels, forums, and virtual worlds. The results of Novialumi's research (2019) showed that social media has a significant and positive effect on employee performance.

The performance, especially of Al Abidin Surakarta Foundation employees, has been quite good but has recently decreased. The variety of understanding and proficiency of leaders plus decreased employee discipline impact the performance and quality of service. The award's application was made by the foundation to encourage us to continue to provide the best service. The utilization of social media in this time becomes general. It can have a positive and negative impact, so it takes the rules of utilization expected to make the performance of employees in Yayasan Al Abidin Surakarta more optimal. Based on the existing problems, the researchers are interested in conducting more research under the title Leadership, Discipline, Appreciation and Social Media on Employee Performance at Al Abidin Surakarta Foundation.

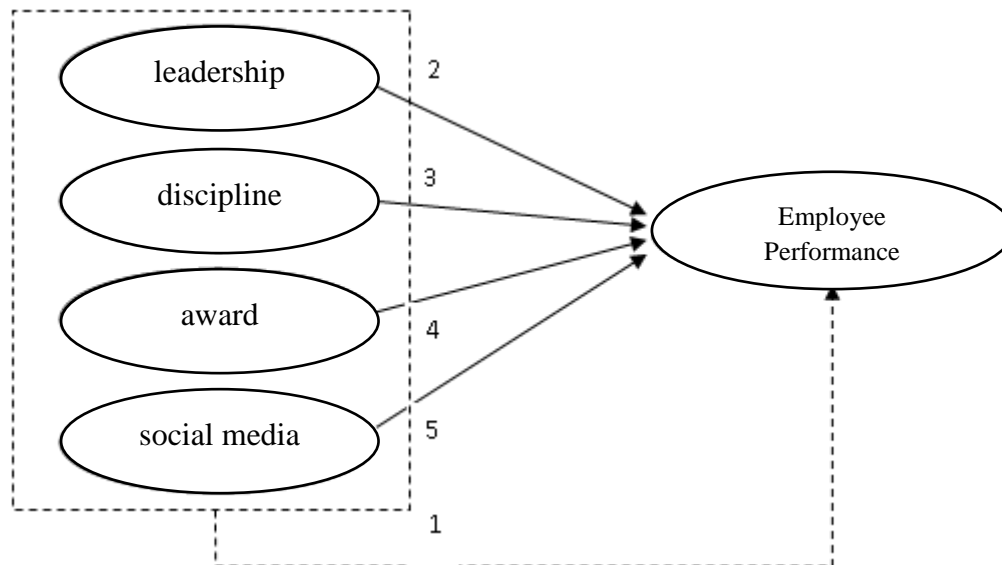


Image 1. Research Framework

Concerning the problems outlined above, a hypothesis is needed to make research and problem solving more targeted. The hypotheses in this study are as follows:

- H1 : Leadership, discipline, reward, and social media have a simultaneous and significant impact on employee performance at Al Abidin Surakarta Foundation.
- H2 : Leadership positively and significantly affects the performance of employees at Al Abidin Surakarta Foundation.
- H3 : Discipline positively and significantly affects the performance of employees at Yayasan Al Abidin Surakarta.
- H4 : Reward positively and significantly affects employee performance at Al Abidin Boyolali Foundation.
- H5 : Social media has a positive and significant impact on the performance of employees at Al Abidin Surakarta Foundation.

## 2. Literatur Review

### A. Employee Performance

Kasmir (2016: 182) mengatakan kinerja merupakan hasil kerja dan perilaku Kasmir (2016: 182) says performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a given period. Increasing individual performance will most likely also improve the company's performance or organizations (corporate performance) because the two have a close relationship.

Kristiani et al. (2013) Performance is a work achieved by a person in carrying out the duties charged to him based on proficiency, experience and sincerity, and time.

Kasmir (2016: 208-210) Indicators used to measure employee performance there are five, namely:

- 1) Quality (quality)
- 2) Quantity (quantity)
- 3) Time (timeframe)
- 4) Cooperation between employees

5) Cost suppression

**B. Leadership**

Amirullah (2015: 167) Leadership is a person who has the authority to give the task of persuading and influencing others through a pattern of good relations to achieve a predetermined goal.

Riyadi (2011) said leadership is a form of dominance based on personal capabilities/abilities, which can encourage and invite others to do something to achieve common goals.

Siagian (2012: 121-122) Leadership indicators can be seen as follows:

1. Trust each other
2. Appreciation for subordinate ideas
3. Take into account the feelings of subordinates
4. Attention to work comfort for subordinates
5. Attention to the welfare of subordinates

**C. Discipline**

According to Siagian (2020), leaders apply to interact with subordinates that eventually the behavior of employees can change, with the aim that there is an increase in self-awareness to comply with the rules that apply to a company.

Work discipline, according to Atmayan & Indrawati (2016) is the attitude and behavior of an employee that is manifested in the form of the willingness of an employee with full awareness, either by sincerity or compulsion to comply with and implement all the rules and policies of the company in carrying out duties and responsibilities.

According to Shinta and Siagian, (2020), the discipline of work is defined as follows:

1. Regulations related to entry hours, rest hours, and public hours
2. Fundamental regulations regarding clothing and behavior in work
3. Regulation on the mechanism of doing work and related to work units
4. Regulations that have to do with what can and what can not be presented by employees as well as the organization

**D. Award**

The award is defined by Chin-Ju (2013: 28) in return for money, attention, and praise or a combination of the two. Group performance is related to the reward scheme of a group or team of employees with cash payments to achieve an approved target.

The form of the award, according to Sudarmanto (2014: 192) can be in the form of basic salary / basic wage, variable salary, incentives, achievement services money (bonus), career opportunities/promotions, holidays, pensions. Awards understand the awards/rewards that the organization gives to its members, whether financial, non-financial, or psychic or non-material.

The indicators of appreciation used in prabu research (2020) are:

- 1) Results and objectives
- 2) Award Conformity
- 3) Form of appreciation
- 4) Justice
- 5) Time

## E. Social Media

According to Paramitha (2011 : 42), social media is online media that supports intense relationships between individuals using web-based technology that makes one-way communication change into interactive dialogue. Technology that makes it easy for users to interact with sharing messages in blogs, social networks, online wikis/encyclopedias, virtual forums, including virtual worlds. Social media is based on internet technology that forms a pattern of communication and disseminating information from one to many audiences or from more than that.

Social media allows communication between companies and customers to be more open, as conveyed by Tajudeen et al., (2018), to understand customer needs and motivations and respond efficiently.

The social media indicators used in Hartanto & Silalahi research (2013) are:

- 1) Media attractivity
- 2) Media clarity
- 3) Completeness of media information
- 4) Ease of media access

## 3. Research Methodology

This research uses a descriptive quantitative approach. The author chose to use quantitative descriptive methods to determine the magnitude of influence and signification between leadership variables, discipline, awards, and social media on employee performance.

The population is the entire study subject (Arikunto, 2019: 173). The population of all employees working at Al Abidin Surakarta Foundation is 42 people. The sample is a part or representative of the population to be studied (Arikunto, 2019: 109). The number of samples taken as many as 42 people or respondents. The sampling technique used in this study is the census technique.

Broadly speaking, data collection can be distinguished into 5 (Istiatin, 2021: 36), namely:

- 1) Observation
- 2) Documentation
- 3) Questionnaire/questionnaire
- 4) Interviews
- 5) Study library

This study used multiple linear regression data analysis methods with the help of SPSS Version 17 program.

## 4. Data Results And Analysis

### 1) Multiple Linear Regression Analysis

Multiple Linear Regression Test Results Table  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.685	1.740		4.417	.000
Leadership	.348	.080	.520	4.355	.000

Discipline	.302	.078	.496	3.859	.000
Award	.020	.053	.040	.369	.715
Social Media	-.120	.077	-.196	-1.557	.128

a. Dependent Variable: Performance

Based on the table above obtained the regression equation as follows:

$$Y = 7,685 + 0,348X_1 + 0,302X_2 + 0,020X_3 - 0,120X_4$$

Means:

- The value of  $\alpha$  (constant) = 7,685, a positive value means that if there are no variables of leadership, discipline, appreciation, and social media, it will decrease the performance of employees at Yayasan Al Abidin Surakarta.
- The value of  $\beta_1 = 0.348$ , positive value means that leadership has a positive influence on employee performance, if there is an increase in leadership and other variables are considered constant, it can affect the improvement of employee performance at Yayasan Al Abidin Surakarta.
- The value of  $\beta_2 = 0.302$ , positive value means that discipline has a positive influence on employee performance, if there is an improvement in discipline and other variables are considered constant, it can affect the improvement of employee performance at Yayasan Al Abidin Surakarta.
- The value of  $\beta_3 = 0.020$ , a positive value means that the award has a positive influence on employee performance, if there is an increase in awards and other variables are considered constant, it can affect the improvement of employee performance at Yayasan Al Abidin Surakarta.
- The value of  $\beta_4 = -0.120$ , negative value means that social media has a negative influence on employee performance, if there is an increase in social media and other variables are considered constant, it can affect the decrease in employee performance at Yayasan Al Abidin Surakarta.

## 1) F Test

Based on the analysis of F score > F table namely (16.20 > 2.47) and significance value (p-value) < 0.05 i.e. (0.000 < 0.05), then  $H_0$  was rejected, and  $H_a$  accepted, meaning leadership, discipline, appreciation, and social media simultaneously have a significant influence on employee performance.

## 2) T Test

- The effect of leadership on employee performance  
The study obtained a t score > t table of 4,355 > 2,026 and a p-value < 0.05 i.e. (0.000 < 0.05), meaning  $H_0$  was rejected and received  $H_a$ , meaning that leadership has a significant influence on employee performance.
- Disciplinary influence on employee performance Research gets t score > t table is 2,859 > 2,026 and value signifikan (p-value) < 0.05 ie (0.00 < 0.05), meaning  $H_0$  rejected and received  $H_a$ , meaning discipline has a significant influence on employee performance.
- Effect of awards on employee performance



The study obtained  $t \text{ count} < t \text{ table}$  namely ( $0.369 < 2.026$ ) and value significant (p-value)  $< 0.05$  i.e. ( $0.715 > 0.05$ ), meaning  $H_0$  was accepted and  $H_a$  rejected, meaning the award has no significant influence on employee performance.

d. The influence of social media on employee performance

The study obtained  $t \text{ count} < t \text{ table}$  namely ( $-1,557 < 2,026$ ) and value significant (p-value)  $< 0.05$  namely ( $0.128 > 0.05$ ), meaning  $H_0$  was accepted and  $H_a$  rejected, meaning social media has no significant influence on employee performance.

### 3) Coefficient Determination

Determination Coefficient Test Results Table

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.637	.597	.921

a. Predictors: (Constant), Media\_Sosial, Awards, Leadership, Discipline

Source : Print Out SPSS

Obtained

adjusted value of R Square ( $R^2$ ) in this study of 0.597 so that it can be interpreted that the variation of independent variables consisting of leadership, discipline, appreciation and social media to employee performance of 59.7% while other factors, beyond the variables influence the remaining 40.3%, studied.

### Discussion

1) The simultaneous influence of leadership, discipline, appreciation and social media on the performance of employees at Yayasan Al Abidin Surakarta.

Based on the results of spss calculation obtained F score  $> F \text{ table}$  namely ( $16.20 > 2.47$ ) and significance value (p-value)  $< 0.05$  ie ( $0.000 < 0.05$ ). This means simultaneous leadership, discipline, appreciation and social media for employee performance. These results prove that the higher the leadership, discipline, appreciation and social media, the performance of employees will improve markedly. All of them have a relationship and influence on each other's performance. This study complements other studies that leadership, discipline, awards and social media influence employee performance

- 2) The influence of leadership on employee performance at Al Abidin Surakarta Foundation.

Based on the results of spps calculation obtained  $t \text{ score} > t \text{ table}$  is  $4,355 > 2,026$  and the value of significant (p-value)  $< 0.05$  ie ( $0.000 < 0.05$ ). This means that leadership has a positive and significant impact on employee performance.

This research is in line with previous research conducted by Sugiyanto &Ruknan (2020) – Sule et al., (2019) leadership positively and significantly influenced the performance of employees in banking organizations in Southeast Sulawesi.

Leadership plays a vital role in providing influence and direction for the led parties to achieve the institution's objectives. The existence of a leader must be prepared as best as possible with all competencies. Al Abidin Surakarta Foundation is very concerned about this. With fresh graduate teacher input coupled with leadership competencies obtained through exams and supported by leadership school programs, it is expected to score good leaders to influence and direct its employees to achieve the goals that have been set. Good leadership competence will significantly impact if there is a harmonious behavioral relationship between superiors and subordinates because trust so that the current work will be easier to complete and of course the performance of employees will also be improved.

- 3) The influence of discipline on the performance of employees at Al Abidin Surakarta Foundation.

Based on the results of spps calculation obtained  $t \text{ score} > t \text{ table}$  is  $2,859 > 2,026$  and the value of significant (p-value)  $< 0.05$  ie ( $0.00 < 0.05$ ). This means that discipline has a positive and significant effect on employee performance. The results prove the higher the discipline, the performance of employees will experience a marked improvement. This research is in line with previous research conducted by Hariyanto &Mardika (2020) – Shinta &Siagian (2020) that discipline positively and significantly affects employees' performance at PT Lee International Sukses.

- 4) The influence of awards on the performance of employees at Yayasan Al Abidin Surakarta.

Based on the results of spps calculation obtained  $t \text{ score} < t \text{ table}$  namely ( $0.369 < 2.026$ ) and significant value (p-value)  $< 0.05$  ie ( $0.715 > 0.05$ ) means that the award has no significant effect on employee performance, especially at Yayasan Al Abidin Surakarta.

This research is not in line with previous research conducted by Rahman et al., (2020) – Prabu (2016) the award positively and significantly affects the performance of PT employees. United Motors Center Suzuki Ahmad Yani, Surabaya).

- 5) The influence of Social Media on the performance of employees at Yayasan Al Abidin Surakarta.

Based on the results of spps  $t \text{ score} < t \text{ table}$  ie ( $-1,557 < 2,026$ ) and  $< < \text{value}$  ( $0.128 > 0.05$ ). This means that social media has no significant effect on employee performance.

This research is not in line with previous research conducted by Purwantini &Anisa (2018) – Novialumi (2019) where social media positively and significantly affects the performance of employees at PT. X in Cikarang Bekasi.



## Conclusion

Based on the results of hypothesis testing and discussions that have been conducted, it can be concluded:

- 1) There is a simultaneous influence of leadership, discipline, appreciation and social media on the performance of employees at Yayasan Al Abidin Surakarta, based on the adjusted value of R Square ( $R^2$ ) in this study of 0.597 so that it can be interpreted that the variation of independent variables consisting of leadership, discipline, appreciation and social media to employee performance of 59.7% while the remaining 40.3% is influenced by other factors, beyond the variables studied.
- 2) There is a significant influence of leadership on the performance of employees at Yayasan Al Abidin Surakarta, based on the results of spps calculation obtained t score  $> t$  table of  $4,355 > 2,026$  and value significance (p-value)  $< 0.05$  namely ( $0.000 < 0.05$ ). Leadership became the dominant factor in improving employee performance at Al Abidin Surakarta Foundation.
- 3) There is a significant influence of discipline on the performance of employees at Yayasan Al Abidin Surakarta, based on the results of spps calculation obtained t score  $> t$  table which is  $2,859 > 2,026$  and significant value (p-value)  $< 0.05$  namely ( $0.00 < 0.05$ ).
- 4) There is no significant influence of the award on the performance of employees at Yayasan Al Abidin Surakarta, based on the results of spps calculation obtained t score  $< t$  table namely ( $0.369 < 2.026$ ) and significant value (p-value)  $< 0.05$  ie ( $0.715 > 0.05$ )
- 5) There is no significant influence of social media on the performance of employees at Yayasan Al Abidin Surakarta, based on the results of spps t score  $< t$  table namely ( $-1,557 < 2,026$ ) and signifikanansi value (p-value)  $< 0.05$  i.e. ( $0.128 > 0.05$ ).

## Suggestion

Based on the above conclusions, then in this study, the authors provide valuable suggestions, among others:

### 1). Theoretically

It is expected that further research to develop this research using other free variables besides leadership, discipline, appreciation and social media on employee performance, considering that there is still an influence of 40.3% outside the variables of this research such as workability, motivation, work environment, education, and others.

### 2). Practically

- a. It is expected that Al Abidin Surakarta Foundation will maintain and improve the quality of leadership and discipline of its employees.
- b. Al Abidin Surakarta Foundation should also give the exemplary award to employees to feel satisfied and more enthusiastic in working.
- c. For other researchers, employee performance variables can also be used for research in other agencies to advance a careful object.

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