

# THE ROLE OF LEADERSHIP IN IMPROVING EMPLOYEE PERFORMANCE AT PT. TRIJAYA PUTRA PERDANA

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Leadership, Performance, PT. Trijaya Putra Perdana</p>	<p>This research aims to identify the role of leadership in enhancing the performance of employees at PT. Trijaya Putra Perdana. The study was conducted at the address of Jl. Selamat No. 61, Dusun Ciharang RT/RW 001/006, Wadas Village, Teluk Jambe Timur District, Karawang 41361. Various issues and challenges related to performance are faced by the leaders, including difficulties in managing work hours, communication deficiencies, and other aspects. Considering the distinct characteristics of each employee, leaders are required to establish rapport with them to seek solutions to emerging problems, to improve performance. This study employs a qualitative and descriptive approach. The data collection process involves observation, interviews, and documentation. The gathered data is analyzed through data reduction, data presentation, and concluding. The results of this study indicate that the leadership's role in enhancing employee performance has been executed quite effectively. The leaders possess the ability to run and manage the company, and they also hold responsibility for these tasks</p>
<p>E-mail: <a href="mailto:mn19.ameliamustika@mhs.ubpka rawang.ac.id">mn19.ameliamustika@mhs.ubpka rawang.ac.id</a></p>	<p>Copyright © 2023 Economic Journal. All rights reserved. is Licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)</p>

## 1. INTRODUCTION

Human resources have a very significant role for companies in managing, organizing, and utilizing team members so that they can contribute productively to achieving company goals. An organization needs to manage human resources carefully to create alignment between workforce requirements, company direction, and individual capabilities. Efforts to maintain this balance are the fundamental key to the company's growth and prosperity in a sustainable manner.

PT. Trijaya Putra Perdana is a company engaged in general trading and transporting B3 and non-B3 waste, headquartered in Karawang. This company was founded in 2007, and in 2014 it was changed to a limited liability company whose name became PT. Trijaya Putra Perdana. The company aims to process industrial waste so that it can be reused and help the surrounding community by creating jobs for the surrounding environment by making the surrounding community employees of PT. Trijaya Putra Perdana, then this waste management company was formed.

Leadership is a topic that continues to be of interest in the management world today. Both through electronic and print media, views and discussions around this matter are often discussed. The significance of the leader's strategic role in achieving the mission, vision and goals of an organization is one of the reasons why humans continue to seek information related to leadership[1]. The quality of leaders is often considered the most crucial factor in the success or failure of organizations, including in the realm of business and the public sector. The success or failure of an organization, whether in a business or public context, is often attributable to the performance of the leader[2].

The role of leadership has great significance in increasing productivity, especially in a corporate environment such as PT. Trijaya Putra Perdana, which focuses on general trading and transport of B3 and non-B3 waste. Amid of performance challenges and existing obstacles, leaders face several issues, such as difficulties in managing work schedules, lack of

communication, and other challenges that arise due to the diversity of employee characteristics. This study aims to analyze how the role of leadership contributes to improving the performance of team members at PT. Trijaya Putra Perdana.

### Literature Review

In an organization, the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving its goals and at the same time it is not an easy task. Because you have to understand every subordinate's different behavior. Subordinates are influenced in such a way that they can give dedication and participation to the organization effectively and efficiently [3]. In other words, that the success or failure of efforts to achieve organizational goals is determined by the quality of the leader. According to Sutrisno "Leadership is a process of directing and influencing activities related to the tasks of group members" [4]. According to Fahmi, "Leadership is a science that examines comprehensively how to direct, influence, and supervise other people to carry out tasks according to planned orders" [5]. To understand the definition of leadership more deeply, there are several definitions of leadership put forward by experts [5], namely:

- a. Stephen P. Robbins said leadership is the ability to influence a group towards achieving goals.
- b. Ricard L. Daft said that leadership (leadership) is the ability to influence people that leads to the achievement of goals.
- c. G. R Terry provides a definition: Leadership is the activity of influencing people to strive willingly for mutual objectives.
- d. Ricky W. Griffin said leaders are individuals who can influence the behavior of others without having to rely on violence; Leaders are individuals who are accepted by others as leaders.

According to Hersey and Blanchart, "Leadership is any attempt by someone who tries to influence the behavior of a person or group, efforts to influence this behavior aim to achieve individual goals, friends goals, or together with organizational goals that may be the same or different." [1] The function of a leader in an organization often has different specifications from other fields of work or organizations. This difference is caused by several things, including type of organization, the social situation in the organization, and the number of members of the Ghiselli & Brown group [4]. Successful leaders are leaders who can manage or manage the organization effectively and can carry out effective leadership as well. For that, the leader must be able to carry out its function as a leader. According to Terry [4] the functions of leaders in organizations can be grouped into four, namely: (1) planning; (2) organizing; (3) mobilization; and (4) control. In carrying out its functions, the leader has certain tasks, namely making sure that the group can achieve its goals well, in productive cooperation, and in whatever circumstances the group faces.

Performance is the result of a process that refers to and is measured over a certain period based on predetermined conditions or agreements. According to Sutrisno "Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization [4]. "According to Mangkunegara "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him." [6] According to Fahmi "Performance is the result of a process that refers to and measured over a certain period based on predetermined conditions or agreements. Procedures, criteria, and measures that have been established or that apply in the organization [5].

From the theories known above, the researcher concludes that performance is a process or work result produced by employees through several aspects that must be passed and has stages to achieve them and aims to improve the performance of the employees themselves. Therefore performance is an important element in the progress of an organization. Because

performance is a reflection of how an organization is going in the right direction or just running in place.

### **Factors affecting performance**

Performance in an organization has different work standards depending on company policy. The factors that affect performance are developed in a variety of ways with each point of view. According to Prawirosento in Sutrisno [4], the factors that affect performance are as follows: Effectiveness and Efficiency, Authority and Responsibility, Discipline, Initiative

### **Dimensions That Support Performance**

Performance also has dimensions that can support employee performance in achieving organizational goals. Dimensions in this case have a strong influence on the object to be studied. When used properly, it can accelerate the achievement of organizational goals. According to John Miner in Fahmi [5], to achieve or assess performance, some dimensions become benchmarks, namely: Quality, namely the level of error, damage, and accuracy. Quantity, namely the number of work jobs produced. Use of time at work, namely the rate of absence, tardiness, effective working time/lost working hours. Cooperation with others in work.

In an organization, there are performance indicators that can be a reference source of employee performance. According to Sedarmayanti "Performance indicators are quantitative and/or qualitative measures that describe the level of achievement of a set target or objective [1]. Performance indicators must be something that will be calculated and measured and used as a basis for assessing or seeing the level of performance, both in the planning, implementation, and completion and functioning stages.

## **2. METHOD**

This research method applies a qualitative descriptive research approach, a type of research that describes in a narrative manner based on research data that is analyzed objectively from interviews, observations, and document reviews [7]. This research was conducted at PT. Trijaya Putra Perdana is located at Jl. Selamat no. 61 Dusun Ciherang RT/RW 001/006 Desa Wadas Kec.Teluk Jambe Timur Karawang. The time of the research was carried out from 1 June to 30 June 2023. The subject of this study is the role that leaders play in improving employee performance. Informant data sources refer to individuals who provide information and data that are the focus of this study, namely leaders and employees at PT. Trijaya Putra Perdana. Data collection methods are carried out through observation, interviews, and document collection. After the data is collected, analysis is performed using Miles and Huberman's theoretical framework, which involves the process of data reduction, data presentation, and conclusion deduction [8].

## **4. RESULT AND DISCUSSION**

### **Result**

#### **Role of Leaders in Improving Performance at PT. Trijaya Putra Perdana**

A role is a function that a person carries when occupying a position in a particular social structure, a leader is an individual who is directly responsible for ensuring that activities within an organization are carried out with members and their organization. The role of the leader can be interpreted as a function carried out by the leader who is directly responsible for ensuring activities within an organization. Application of leaders in improving employee performance at PT.Trijaya Putra Perdana:

1. Communication skills

In giving orders, instructions, guidelines, and advice, a leader must master communication techniques. In this case, employees and leaders often experience communication errors, due to lack of communication.

2. Courage

The higher a person's position in the organization he needs greater courage in carrying out the duties of the leader of PT. Trijaya Putra Perdana, in this case has the courage to make every decision. This can be seen by the fact that the company PT. Trijaya Putra Perdana is advancing even though there is more and more competition.

3. Ability to hear

It is possible to listen to the opinions of subordinates so that subordinates are not only given assignments but also receive the opinions of their subordinates. In this case, the leader is quite good at listening to the opinions of employees.

4. Firmness

Firmness in dealing with difficulties and dealing with uncertainty is very important for a leader, in this case, the firmness that the leader has is still lacking because errors often occur and there are still many employees who do not follow company rules in terms of working hours, that is because the leader of PT. Trijaya Putra Perdana only watched and left without giving firmness.

In these indicators Mr. H. Warma Sanjaya as the leader PT. Trijaya Putra Perdana has proven quite capable of doing so, in which almost all indicators can be met. At least Mr. H. Warma Sanjaya can do it and will continue to grow in terms of his leadership, which will have a major impact on improving employee performance. Researchers conducted interviews regarding the roles and functions of leaders with Mr. H. Warma Sanjaya as Leader, Mrs. Lya Purnama as HR, Mr. Oky as IT, Mr. Ace as chairman of warehouse 1, and Mr. Sugianto as chairman of Gedeung 2 PT. Trijaya Putra Perdana, as follows: The planning was carried out by Mr. H. Warma Sanjaya as the leader at PT. Trijaya Putra Perdana, namely planning related to the company's operational matters every day and delivered during the morning briefing before operating hours covering activities that will be carried out today and an afternoon briefing after operational hours are over including a glimpse of information about activities that will be carried out tomorrow. In carrying out its function as a leader at PT. Trijaya Putra Perdana Mr. H. Warma Sanjaya made several plans namely:

Providing Facilities, Leaders of PT. Trijaya Putra Perdana provides facilities as work support facilities to employees with the aim that employees can feel comfortable and enthusiastic in carrying out assigned tasks such as providing computer facilities, air conditioning, and office equipment, and warehouse employees receive lunch facilities and drivers receive travel allowance every day to send goods to each company. Ms. Lya Purnama is HR, Mr. Oky is IT, Mr. Ace is head of warehouse 1 and Mr. Sugianto as head of building 2 said the leaders of PT. Trijaya Putra Perdana provided work support facilities as a means of carrying out the tasks given.

Head of PT. Trijaya Putra Perdana organizes the tasks assigned to employees according to the capabilities and skills possessed by each employee by looking at the potential that exists in employees so that employees carry out their duties according to their abilities by looking at the educational background of employees and skills in communicating. Head of PT. Trijaya Putra Perdana knows the abilities and capabilities of employees from job interviews and supervises employees in carrying out the assigned tasks. Consideration of rolling work is carried out. Ms. Lya as HR said the Leaders give assignments and position placements to employees through job interviews and look at the educational background of employees and the results of work carried out as example if the educational background of high school/S1 graduates is usually placed in the Staff Office section. This is in line with the opinion of Mr. Oky Palestra as the IT section that the leadership places us in carrying out tasks according to the abilities of the employees so that employees are not burdened in carrying out the tasks given. Thus it can be concluded that the leadership of Trijaya Putra Perdana in organizing, placing employees' work by looking at the educational background taken by previous employees and paying attention and assessing the results in carrying out their duties so that the leadership knows the suitability of the work

placement given if it is deemed inappropriate, the leadership will consider to rolling work, but some employees feel uncomfortable with rolling work because they have to readjust and learn the new tasks given.

Head of PT. The prime Trijaya Putra motivates its employees by providing encouragement and punishment. In motivating in the form of punishment, the leadership will give a warning to a warning letter to employees who are underperforming and do not comply with existing rules in the company with the aim that employees will be more thorough in carrying out their duties and comply with the regulations that apply in the company. Ms. Lya Purnama as HR, Mr. Oky as IT, Mr. Ace as chairman of warehouse 1 and Mr. Sugianto as chairman of building 2 said that leaders motivate to employees almost every day.

Leaders provide direction to employees every day, namely during morning and evening briefings after operational hours are over, namely giving directions related to today's work targets, providing specific work schedules, reviewing previous work activities, and motivating through *tausiah - tausiah* given and providing clear information regarding the tasks and schedules to be carried out the next day. Mr. Ace as part of Warehouse 1 said that the Leaders provide direction to employees by providing information regarding tasks and schedules to be carried out by employees, providing advice to employees when carrying out their duties and providing direction on the tasks assigned to employees. Direction given by the leadership through good leadership, information that is given clearly and creates harmonious communication with employees and is open with unclear directions to help employees who have difficulties in carrying out the assigned tasks. From the interview above it can be concluded that in providing direction to the Trijaya Putra Perdana leadership by providing clear information regarding the tasks and schedules to be carried out by employees, providing directions on what employees must do, and providing advice in carrying out the tasks assigned to employees.

Head of PT. Trijaya Putra Perdana carries out control or supervision of employees in the morning starting with filling in attendance, answering morning briefings regarding problems faced by employees and finding solutions together by way of deliberation, requesting reports on activities carried out previously to employees to ensure that everything goes according to procedures and company goals, as well as activities that have not been carried out properly can be corrected immediately with the aim that mistakes that occur can be properly mitigated in the future. The supervision is carried out by the Leaders assisted by the Head of each division in the company by requesting a performance report today to be evaluated and included in the evaluation of employee work reports. Mrs. Lya as the HR department said that the Leaders carry out routine supervision every day starting from morning attendance, supervising the operational section when operational hours begin, checking afternoon attendance after operating hours, and giving warnings to employees who are late for work or to employees who violate company rules. It can be concluded that the leadership of Trijaya Putra Perdana supervises employees by looking at it from a disciplinary point of view, starting from attendance to tidiness of employees, supervising employee performance in carrying out assigned tasks, and reprimanding employees who lack discipline and violate company rules.

### **Obstacles faced by leaders in Improving Employee Performance at PT.Trijaya Putra Perdana**

In a company, giving encouragement or motivation to employees is a policy that must be implemented by leaders in supporting the success of the company which will realize high performance productivity. Based on the results of the research, it is stated that the obstacles faced by the leaders of PT. Trijaya Putra Perdana in improving employee performance:

1. Internal constraints (obstacles from within the leader) which consist of a lack of assertiveness from a leader who sometimes doesn't mind working hours.

2. External constraints (obstacles from outside) which consist of a lack of members' trust that has not been maximized.
3. Constraints due to lack of communication between leaders and employees

## Discussion

### Role of Leaders in Improving Performance at PT. Trijaya Putra Perdana

In a company, employees are a valuable asset for the company because their performance is very influential in determining the success or failure of achieving the vision and mission of the company where they work. The role of the leader is very important in improving employee performance. Leadership will certainly affect the mindset of employees who will always be enthusiastic and further improve their performance in carrying out the tasks assigned by the company so that it will directly increase productivity and profitability for PT. Trijaya Putra Perdana. Based on the data obtained by the author in improving employee performance, leaders have done well, namely by giving salaries, good communication between leaders and employees, providing guidance and direction, good working conditions and situations, and firmness.

#### 1. Salary

The salary given by the leaders of PT. Trijaya to employees is a form of motivation that can encourage employee performance to run well and smoothly. This can be seen from the results of interviews with several employees who work at PT. Trijaya Putra Perdana who says that the salary given by leaders to employees is more than enough for the workload carried out by employees and has fulfilled their wishes. Based on the explanation above, the salary given by leaders to employees is appropriate and it can provide encouragement and enthusiasm for employees to be better, and can improve employee performance.

#### 2. Communication between leaders and employees

Communication given by the leader of PT. Trijaya Putra Perdana one of which provides motivation that can drive employee performance to run well and smoothly for the company. From the results of the interview with Mr. H.Warma Sanjaya the leader of PT. Trijaya Putra Perdana said, communication between leaders and employees is like our own friends because, we work together to build an advanced company, that can survive in any conditions.

Furthermore, the researchers conducted interviews with several employees who worked at PT. Trijaya Putra Perdana, also said more or less the same thing that communication between leaders and employees is the same as we talk to our friends. Because he can place himself when he is a leader, and when he is a colleague to exchange ideas. Therefore, we do not feel awkward or distance between leaders and employees. Based on the explanation above, leaders in communication are able to interact with their employees quite well, in which there is a process of cooperation and they are like brothers and sisters. Leaders also want to hear opinions and suggestions from employees. In making decisions, leaders always involve their employees by asking them to gather to discuss various problems faced by the company to find a solution together.

### Providing guidance and direction

By providing and guiding and directing to encourage employee performance, it is by what is desired by a business. This can be seen from the results of an interview with Mr. H.Warma Sanjaya as the leader of PT. Trijaya Putra Perdana said he was responsible for all employee performance. Furthermore, interviews with Ms. Lya Purnama as HR, Mr. Oky as IT, Mr. Ace as chairman of warehouse 1 and Mr. Sugianto as chairman of building 2 said this was similar, that Mr. H.warma as the leader provided guidance and direction, namely through deliberations with all employees gathering to discuss things that need to be discussed. Based on the explanation above, Mr. H.warma as the leader has carried out his responsibility for employee performance,

by providing guidance and direction which is carried out through gathering deliberation activities. This deliberation activity, it can strengthen harmonious relations and make it easier for leaders to find out the obstacles or complaints experienced by employees.

#### **Firmness**

Tension in to encourage and drive employee performance to be better. It can be seen from the results of the interview that employees who violate the rules will be given sanctions. Based on the explanation above, the leader in providing firmness is carried out by supervising employees, the supervision carried out can have a positive impact, namely the control of performance carried out by employees, when an employee violates the regulations in PT. Trijaya Putra Perdana, the leader also gives punishment to employees such as giving sanctions. From the presentation of the data obtained by the researcher, it can be concluded that the role of a leader at PT. Trijaya Putra Perdana has been going well in by the theories, indicators and leaders who are fully responsible for their duties, by providing appropriate salaries, giving directions and guidance to employees.

#### **Obstacles faced by leaders in Improving Employee Performance at PT.Trijaya Putra Perdana**

In a business, leaders not only expect employees who are "capable and skilled", but most importantly they want to work hard and desire to achieve optimal work results. The abilities, skills and skills of employees mean nothing to the company if they don't want to work hard using their abilities. His skills and abilities. Motivation is important, because with this motivation it is hoped that each employee will work hard and enthusiastically to achieve high work productivity. Based on the results of an interview with Mr. H.Warma Sanjaya the leader said that it was difficult to improve employee performance because of a lack of enthusiasm for work, being easily influenced by co-workers, laziness and boredom. In addition, differences in background cause employees to have different work goals and motivations. So that it can hamper the achievement of company goals. That way a leader must try to find solutions to overcome the obstacles faced in improving employee performance to be able to further increase the work productivity of their employees.

Based on the data above, the writer can find that the obstacles faced by leaders lie in the different characters of each employee, which makes it difficult for leaders to determine the loyal wishes of employees. The solution for a leader must be closer to employees to know the character of each individual and make it easier to determine the wishes of each employee. It is proven that leaders in improving employee performance at PT. Trijaya Putra Perdana, namely leaders giving warnings and sanctions, if there are employees who make big mistakes. Other efforts to solve problems faced by employees are not only given with reprimands and sanctions, but are carried out with a heart-to-heart approach the problem. By providing direction it is also important to provide awareness to employees in carrying out their work which is their responsibility, and can build close communication between leaders and employees.

#### **4. CONCLUSION**

Based on the results of research that has been conducted by the author regarding the Role of Leadership in Improving performance and what constraints are faced by leaders at PT. Trijaya Putra Perdana the author can conclude that: In these indicators, the leader is proven to be quite capable of doing so with almost all indicators being fulfilled. The Role of Leaders in Improving Performance at PT. Trijaya Putra Perdana has been going quite well, leaders are fully responsible for the performance of their employees, by providing appropriate salaries, providing motivation, guidance and direction, communication in cooperation, and openness to employees. The obstacles faced by leaders in improving employee performance are that it is difficult for leaders to determine motivation for employee performance, because employees lack enthusiasm for work, are easily influenced by co-workers, are lazy, bored and employees have

different types of characters that make it difficult to do changes and also in the application of working hours and work discipline, there are still many employees who are late because of the firmness of the leader.

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