

## Analysis Of The Role Of Leadership In Improving The Performance Of Cigugur Central City Cimahi City Office Employees

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ArticleInfo	ABSTRACT
<b>Keywords:</b> Leadership, Performance, Employees	Leadership is the process of directing and giving influence to group members who are interconnected with the same task. A good leader who can apply leadership skills that are appropriate to the work situation they will face can certainly motivate their employees to work as optimally as possible, this can make employee performance better. This research is located at the Cigugur Tengah Subdistrict Office, Cimahi City. This research was conducted to determine the role of interpersonal roles, decision making, informational roles in improving employee performance. This research uses a qualitative descriptive method with data collection techniques through interviews, observation and documentation. The resource persons for this research were the Secretary of Cigugur Tengah Subdistrict and the employees of Cigugur Tengah Subdistrict. The data analysis carried out is data reduction, data presentation and finally drawing conclusions. The leadership role is an important role that influences improving employee performance at the Cigugur Tengah Subdistrict Office. There are several other factors that will improve employee performance, such as honesty, time discipline, accuracy in completing tasks, ability to work together and willingness to learn.
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### INTRODUCTION

Companies or organizations certainly have their own goals in carrying out their duties, which aim to achieve the ideals of a company or organization. Not only that, the similarity and alignment of goals between superiors and subordinates has a more significant influence in achieving the goals of the company or organization. To create harmony of goals, of course the skills of a leader are needed, because a leader is someone who certainly has the ability to direct and influence his subordinates. It could be said that a leader is the main driver for an organization or company.

A good leader who can apply leadership skills that are appropriate to the work situation they will face can certainly motivate their employees to work optimally, this can make employee performance better. Employees are the most important asset in a company/organization, because with employees the company/organization can operate well. A company/organization will run well if employee performance is high and if employee performance is low then the company/organization's performance will decline.

Of course, this increase in employee performance is influenced by the leadership role. Where leaders influence employee performance depends on the leadership role implemented by a company/organization. Therefore, the leadership style applied within a company or organization can bring progress to the company/organization. This also applies to sub-districts. The sub-district is led by a sub-district head called the lurah who is the sub-district official and is responsible to the sub-district head.

Cigugur Tengah Village is a village in Cimahi Tengah District, Cimahi City. Administratively, Cigugur Tengah Village is divided into 19 Neighborhood Units (RW) and 112 Neighborhood Units (RT). Cigugur Tengah subdistrict is the leading executive government agency that deals directly with the community.

The sub-district head as intended in article 9 paragraph (2) has the task of assisting the sub-district head in carrying out sub-district government activities, carrying out community empowerment, carrying out community services, maintaining peace and public order, as well as carrying out other duties in accordance with statutory provisions. In carrying out his duties, a village head is assisted by village officials. The following is a table of the composition of the Cigugur Tengah sub-district apparatus:

**Table 1** Village Apparatus Data from Cigugur Tengah Subdistrict Office

No	Name	Position
1	Rezza Rifalsyah Harahap, ST, M.Sc.	Head of Central Cigugur Village
2	Asep Banaranto, SE	Head of the Environmental Facilities and Infrastructure Section
3	Ade Deny Mulyana Djunaedi, ST	Head of the Government, Peace and Public Order Section
4	Dery Darmawan, S.IP.	Village Secretary
5	Viana Mardina, S.IP., M.Ak.	Head of the Economic, Community Empowerment and Social Welfare Section

Source: Central Cigugur Village Data 2024

Based on the problems that exist in Cigugur Tengah Subdistrict, it is known that there are employee performance problems. This is known from the results of interviews with the Village Secretary who stated that there are several employees who experience problems in completing work because they cannot adapt to the current management information system, which is There are still employees who are reluctant to learn and find it difficult to adapt, this of course causes problems and delays in completing work tasks. And there are still employees who have low initiative in doing their work, of course this will cause obstacles to achieving the targets of the work that must be completed.

## METHODS

The approach used is a qualitative approach, with a qualitative descriptive method. Qualitative descriptive research focuses on describing actual events in order to obtain

objective results in the research that will be studied, namely the leadership role of the Head of Cigugur Tengah Subdistrict in improving employee performance.

The research was conducted at the Cigugur Tengah Subdistrict Office with resource persons, namely the Secretary of the Cigugur Tengah Subdistrict and employees of the Cigugur Tengah Subdistrict Office. Data collection techniques in this research are interviews, observation and documentation. Data analysis was carried out by means of data reduction, data presentation, and drawing conclusions.

## RESULTS AND DISCUSSION

### Leadership Role

#### Personal Role (Interpersonal Role)

- a. Figurehead : Roles required to carry out a number of legal and social activities.

The figurehead's role is defined as a form of representation of an organization he leads in every official or non-official event such as a ceremony or inauguration in order to represent the organization. In this role, the leader of the Cigugur Tengah Subdistrict, namely the Lurah, carries out his role as a figurehead where the Lurah always carries out or participates in legal and social activities such as formal activities or activities in the community.

This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"We often participate in these activities, there are many coaching or activities in the area where we or the Village Head are invited, and for social activities such as social assistance programs, these activities are always held in the sub-district organized by the Social Service and of course the Village Head is always usually present, and also like "Religious activities, activities in the area such as celebrations for religious or national holidays, the village head is always invited as a representative of the government." (Interview on April 9 2024 at 09:34 WIB)

This was also stated directly by Mr. Opang as Central Cigugur Village Staff:

"The village head likes to take part in social activities and has even been a speaker, in fact he often attends these activities if he is invited." (Interview on July 2 2024 at 10:37 WIB). From several interview excerpts, it shows that the Head of Cigugur Tengah Subdistrict in carrying out his interpersonal role as a figurehead is carried out well, where the Head of the Village always attends activities either held in the office or in the community to represent the organization he leads and at the opportunities that arise. Become a welcoming speaker for certain activities. Of course, this will provide an example of discipline and responsibility to his subordinates.

- b. Leader : The role responsible for motivating subordinates and directing subordinates.

The role of a leader is defined as a leader who can carry out the main functions of a leader such as directing, motivating and controlling his subordinates. In this role, the head of Cigugur Tengah Subdistrict can carry out an interpersonal role, namely Leader , where the Village Head always motivates his employees and directs them effectively to his employees.

This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"Almost every week there is always a briefing and it is held every Monday, all employees are gathered to either evaluate the previous week's activities or provide information about the activities for this week and he also always conveys motivation at that time." (Interview on April 9 2024 at 09:34 WIB)

According to Mr. Opang as Central Cigugur Village Staff:

"This is often done because once a week we often gather with ASN or non-ASN every Monday for a briefing. "The village head also always gives encouragement or words of motivation at that time." (Interview on July 2 2024 at 10:37 WIB)

Based on several interview quotes, it shows that the Head of Cigugur Tengah Subdistrict in carrying out the role of leader is interpersonal in nature, namely good motivation and motivation, where the Head of the Village always holds a briefing once a week to evaluate the previous week's activities and conducts briefings for the coming week and the Head of the Village always provides motivation and enthusiasm for these activities, which can increase employee morale so they can work better.

- c. Liaison : A role that maintains a network with outside contacts who provide information and support.

Liaison role is defined as the role of liaison between the leader and the organization or outside agencies to obtain information. In this role, the Cigugur Tengah Subdistrict Leader always maintains good communication with other organizations and partners in the Cigugur Tengah Subdistrict area.

This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"We usually call external parties partners, sub-district or RW level institutions starting from LPM, Karang Taruna, PKK, Posyandu, Pospindu and others. Including Babinsa and Babimbas. The Village Head always communicates with these partners, especially as government programs require cooperation too. "And also for the RW level there is always a gathering once a month, for Limas once a month too, and for LPM, PKK, Posyandu, Pospindu, and others it is also held once a month or once a quarter, and these activities are already routine." (Interview on April 9 2024 at 09:34 WIB)

This was also stated directly by Mr. Opang as Central Cigugur Village Office Staff:

"Communication with outside parties is maintained, the way he works is by going down to the community, with activities held by outside parties, he always comes and stays in touch with them too." (Interview on July 2 2024 at 10:37 WIB)

Several excerpts from the interview show that the Head of Cigugur Tengah Subdistrict carries out the role of Liaison in leading an organization, namely that the Village Head can build and maintain communication/relationships with external parties such as organizations and partners in the Cigugur Tengah Subdistrict area so that the information obtained can be a support in carry out main duties and support in carrying out government programs so that the tasks carried out can run well.

### **The Role of Decision Makers (Decision Making)**

- a. Entrepreneur : A role that seeks new opportunities and innovations

The role of an entrepreneur is defined as the role of a leader to initiate change or innovation projects in the organization he leads to progress and achieve the goals of the

organization. In this role, the Cigugur Tengah Village Leader has innovation by carrying out community service activities to create a comfortable and clean work atmosphere.

This was said directly by Mr. Dery, always the Secretary of Central Cigugur Village: "Usually here, community service is held once a week and it is held every Friday morning for the purpose of friendship to be more intimate and led directly by him, of course the community service is to make the office environment cleaner and more comfortable and usually at certain times we also hold meals outside so that the relationship is maintained." (Interview on April 9 2024 at 09:34 WIB)

This was also stated directly by Mr. Opang as Central Cigugur Village Office Staff: "Innovations here are usually held jumsih or clean Fridays so that the office is comfortable and of course this will increase morale at work." (Interview on July 2 2024 at 10:37 WIB)

Based on several interview quotes above, it can be concluded that the role of the Head of Cigugur Tengah Subdistrict can carry out his role, namely as an Entrepreneur where the Head of the Subdistrict can create innovations that can make employees feel comfortable and can work well because of the supportive environment.

- b. Disturbance Handler : A role that is responsible for taking action if the organization faces a sudden problem

The role of Disturbance Handler is defined as the role of a leader who is responsible if the organization experiences problems or disturbances from outside. In this role, the Cigugur Tengah Subdistrict Leader carries out his role as Disturbance Handler where the Village Head will intervene if there is a disturbance or problem that has a direct impact on the organization or conflict that occurs between employees.

This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"If you are a problem solver, of course the village head is the one who is responsible if there is a dispute or quarrel. That is the main task of the village head as a mediator. Not only in the office environment outside, the village head can also be a problem solver and must have a solution to the problems that are occurring." (Interview on April 9 2024 at 09:34 WIB)

This was also stated directly by Mr. Opang as Central Cigugur Village Office Staff:

"Of course, conflicts will always occur and the Village Head is always the problem solver or middleman, if it is difficult to resolve, he will definitely ask for help from the babinka or babinsan." (Interview on July 2 2024 at 10:37 WIB)

In several excerpts from the interview, it is explained that the Head of Cigugur Tengah Subdistrict carries out the role of Disturbance Handler well, which means that to improve the performance of his employees, he needs a leader role who can serve as a good problem solver to maintain security in an organization.

- c. Resource Allocation : A role that aims to make or approve important organizational decisions

The role of Resource Allocation is defined as the role of resource sharing where the leader plays the role of dividing resources in the form of money, time and labor. Where leaders must be precise in distributing these resources.

In this role, the Head of Cigugur Tengah Subdistrict carries out the role of resource allocation where this role aims to take important actions for the agency and the leader has a role in controlling the use of human resources. This is focused on the distribution of human resources or labor in the Central Cigugur Village Office.

This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"The division of labor here does not prioritize education because there is no education that is linear with the needs of the office, although it is rare, because the work here is not as detailed as it requires recruiting skilled people. The most important thing is that work or programs in government can run well, so the division of labor here can be said to be almost appropriate. "For the composition of ASN and THL that is enough, for the division of work that is enough, the only thing that must be motivated is work enthusiasm." (Interview on April 9 2024 at 09:34 WIB)

This was also stated directly by Mr. Opang as Central Cigugur Village Office Staff:

"For main duties and decrees, some are appropriate and some are not, especially for education, because here what is looked at is not education but the needs of the workforce." (Interview on July 2 2024 at 10:37 WIB)

From several interview quotes, it can be proven that the Head of Cigugur Tengah Subdistrict can carry out this role quite well where the Village Head makes decisions regarding the division of labor quite well, it's just that in terms of human resources it is still lacking where in terms of education it is still not linear with the needs of the Office Of course, this can affect the overall performance of employees at the Central Cigugur Village Office.

#### **The Role of Information Sources ( Informational Role)**

- a. Monitor and Dessinator : Roles that receive various information, function as the organization's information center, and convey information from outside or from subordinates to other members of the organization.

In this role, the Head of Cigugur Tengah Subdistrict carries out his role as a monitor and dessinator where the Village Head sorts information from outside and receives information that is useful for the agency which will be disseminated to his employees. This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"This is usually conveyed during briefings or urgent matters which are definitely collected, submissions for the benefit are definitely delivered during briefings or at roll call, then for information related to employee performance, information from outside related to activities from outside parties is definitely conveyed to us. "For example, there is a UKM Festival activity from outside which is also conveyed to other employees, or perhaps information about education or scholarships is also conveyed, and whatever information is for the employees' needs will definitely be conveyed." (Interview on April 9 2024 at 09:34 WIB)

This was also stated by Mr. Opang as Central Cigugur Village Office Staff:

"He always conveys any information related to the Office or government programs, either directly orally or via social media such as WhatsApp or written messages." (Interview on July 2 2024 at 10:37 WIB)

From the interview excerpt, it can be seen that the Head of the Subdistrict, namely the Village Head, can carry out the role as a source of information in the nature of a monitor and disseminator, where the Village Head obtains information easily and maintains information so that there is no misunderstanding of information and can carry out the role as a disseminator of information received either from subordinates or the community. or from other staff and will be passed on to other employees.

- b. Spoke Person: The role of forwarding information from within the organization to outside the organization regarding the vision, mission, plans, policies, programs or other information to outside parties.

In this role, the Head of Cigugur Tengah Subdistrict conveys information from within the organization to external parties/the community.

This was stated directly by Mr. Dery as Secretary of Cigugur Tengah Subdistrict:

"Usually what is conveyed is like activity programs, usually they are always delivered by the Village Head, where these programs are the contents of the Vision and Mission, and are often conveyed to outside parties, then like the Vision and Mission of Cimahi City, namely as an Animation City, of course Sir "The village head conveyed to the residents, especially the RT/RW, usually that there is a Vision and Mission for Animation City, and conveyed that if there are young people who want to know about animation, they can take part in training at the technopark and so on." (Interview on April 9 2024 at 09:34 WIB)

This was also stated directly by Mr. Opang as staff at the Cigugur Tengah Subdistrict Office:

"He always conveys, if there are activities in the community, he is always invited to social activities, he always conveys the vision and mission, especially the vision and mission of Cimahi City." (Interview on July 2 2024 at 10:37 WIB)

Based on several excerpts from the interview, it can be seen that the Head of Cigugur Tengah Subdistrict can carry out his role as Spoke Person very well, where the Head of the Village can convey information regarding the vision, mission, policies, or existing programs in the government to the community or outside parties, this is will be an example that leaders can carry out their main duties and functions well, this can certainly improve employee performance because what the Village Head does is something that must be carried out as a leader.

### **Employee Performance**

Performance is an expression that is defined as the level of an employee's ability which is based on knowledge, attitudes, skills and motivation to produce something. From the results of this research it can be concluded that the performance of Cigugur Tengah Village employees is quite good. Of course, performance problems will always come up at any time, where this requires more attention because it is related to the productivity of the agency or organization. In connection with this, performance assessment or evaluation is an important thing that must be done. It is acknowledged that there are still some employees who do not want to learn due to age and low initiative in carrying out work and this can reduce the function of work productivity which can reduce employee performance, but this

can be overcome properly by carrying out evaluations as well as training and support. from leaders who can improve employee performance optimally.

## CONCLUSIONS

The role of the Cigugur Tengah Village Head in improving the performance of Central Cigugur Village Office employees is to always apply interpersonal roles, decision making and informational roles in improving the performance of Central Cigugur Village Office employees with the following explanation: a. The Interpersonal Role is always implemented by the Head of the Village where the Head of the Village always sets a good example by always attending events in certain activities whether organized by the government or those organized by the community such as independence activities, religious activities or holidays and so on. The village head also always provides motivation, both direct and indirect, which can have a positive influence on his subordinates to work better and motivate their subordinates to be more enthusiastic in working. Not only that, the Village Head always maintains relations with partners under the Cigugur Tengah Subdistrict area, where this can provide information for the benefit of and provide support in carrying out employee duties. b. The role of Decision Making is sufficient can be carried out by the Village Head by making innovations by carrying out community service activities in the office environment so that the office environment feels comfortable and providing assistance to his subordinates if problems occur in the work environment, being a problem solver and involving his subordinates in solving problems together. However, in terms of the distribution of resources, it is still lacking, where in terms of education it is still not linear with office needs, of course this will cause a little difficulty in completing tasks that require special skills at certain times. c. The Informational Role can be carried out by the Head of the Village where the Head of the Village is always a connecting bridge in sharing information both with his subordinates and with the community, this can be a support in carrying out the duties of employees at the Central Cigugur Village Office and this can improve employee performance. 2. Factors that can support the implementation of improving employee performance are honesty, time discipline, accuracy in completing tasks, the ability to work well with fellow employees and the willingness to learn and be invited to progress together.

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