

Leadership And Teamwork In Building Organizational Employee Performance

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Abstract.

Human resources are resources used to mobilize and synergize other resources to achieve organizational goals. Human capital management can be done through employee performance appraisal or performance appraisal. Employee performance appraisal is the process of planning, organizing, supervising, controlling and assessing performance. The role of superiors also affects employee performance. The leadership spirit possessed by superiors will also direct where employees will step towards organizational goals. In addition to the leadership spirit of superiors, another thing that has a role in employee performance is the work team (teamwork) in an organization. This study uses a type of qualitative descriptive research. The results of this study found that leadership is a cooperative "compass", which explains that leadership is a guide for everything so that things appear clear. The leader must be able to provide an example to his members/employees, because the leader is a role model for his subordinates, can set a good example, be honest, fair, disciplined, comply with all the rules and regulations that have been set. While teamwork is the soul in employee performance. Teamwork lives in employee performance, which makes employee performance continue to grow and develop in accordance with the goals of the cooperative. Besides being supported by good leadership, teamwork is also very instrumental in employee growth and development.

Keywords: Leadership, teamwork, and employee performance

I. INTRODUCTION

Every organization or company needs resources to achieve its goals. Resources are sources of energy, energy, power needed to create power, movement, activity, activity and action. These resources consist of natural resources, financial resources, human resources, scientific resources and technological resources. One of the pillars of success in an organization is human resources (HR). Human resources are resources used to mobilize and synergize other resources to achieve organizational goals. No matter what other advantages the organization has, the organization will not be able to maximize its productivity and profits without the presence of competent, dedicated employees to the company's future desires. Other capital needed by organizations besides human capital is physical capital, such as *financial* capital and *non-financial* capital. All of these types of capital have value, are manageable and quantifiable. The success of all types of capital depends on the success of human capital management. If human capital management is successful, then the performance of all types of capital will be successful. Human capital management can be done through *employee performance appraisal* or *performance appraisal*. Employee performance appraisal is the process of planning, organizing, supervising, controlling and assessing performance. Performance appraisal is the final estuary of human capital management (Wirawan 2009: 2). Assessing performance means comparing the actual performance of subordinates with the standards set by the company.

If done correctly, it will provide important benefits for employees, superiors as well as the HR department and the company. The supervisor or supervisor or manager assesses the employee's performance to find out what actions have been taken or will be taken next. Specific feedback from superiors will make it easier for employees to make work plans and decisions that are more effective for the progress of the company. The role of superiors also affects employee performance. The leadership spirit possessed by superiors will also direct where employees will step towards organizational goals. In addition to the leadership spirit of superiors, another thing that has a role in employee performance is the work team

(*teamwork*) in an organization. This is reinforced by the results of research conducted by Barkhowa (2017) which states that it proves that leadership has a positive influence on performance. This researcher will discuss about the role of leadership and *teamwork* in building organizational employee performance. By describing, analyzing, and interpreting the role of leadership and *teamwork* in the PT Easterntex Employee Cooperative

II. METHOD

This study uses a type of qualitative descriptive research, taking the location at the Employee Cooperative of PT Easterntex. The research is descriptive because in this research the data are collected, compiled, analyzed, and interpreted by describing the results obtained so as to provide complete information for solving the problems encountered (Wardhani, 2013). In line with this understanding, in this study the researcher will describe, analyze, and interpret the role of leadership and *teamwork* in the PT X Employee Cooperative in building organizational employee performance. In this study the data sources include primary and secondary. Primary data were obtained by researchers directly from informants either through direct *observation* (*observation*) or interviews (*interviews*), by observing, asking directly to sources of information, hearing their answers, and involving themselves directly in the field to explore data related to milk production. dairy cows in the PT X Employee Cooperative, secondary data obtained from documents at the PT X Employee Cooperative, as well as from literature review sources.

Researchers collect data from the interview process of informants by first directing various questions in order to get answers in accordance with the predetermined problem formulation, then through observation (*observation*) both observations and interviews related to their daily activities, researchers try to obtain. Therefore, in the process of going directly to the field to dig up as much data as possible, uncovering hidden phenomena, the researcher tries to blend/integrate with the daily activities of the informants, eliminate the skat/distance with the informants that the researcher wants, so things are hidden/ hidden so far that are confidential can be obtained, and are revealed by researchers from predetermined informants, one of the considerations is that they know a lot about it, another way that researchers do is try to build good communication. with them, and documentation is secondary data obtained from a collection of documents owned by the PT X Employee Cooperative. Data analysis with qualitative models was carried out by researchers starting from data reduction, data presentation, and drawing conclusions.

III. RESEARCH RESULTS AND DISCUSSION

Based on the results of research that has been done through interviews and direct observations with informants. This chapter contains the discussion of data exposure and research findings in this study. Researchers found results that include how leadership and teamwork play a role in the performance of employees of the PT X Employee Cooperative.

Leadership is Like a Cooperative Compass

Researchers found the fact that in a cooperative organization a *leadership* figure is needed as a role model and role model for employees in achieving goals in cooperatives. In addition, a leader also has a very vital role in decision making. According to Wahjosumidjo (1999: 79) that a leader has intelligence, responsibility, is healthy and has traits such as maturity, freedom of social relations, self-motivation and encouragement of achievement as well as the attitude of humanitarian work relations. On the other hand, in modern social reality, charismatic leaders are also known, especially in social and political circles. Then according to Edwin B (2000: 101) that charismatic leaders have loyalty and responsibility and support from their followers. The function of the leader is to provide consultation, guidance, motivation and provide advice in order to achieve goals. According to Siswanto Sastrohadiwiryo (2003: 120) many factors can affect employee performance, including education and training, work discipline, compensation, organizational climate, career path system, motivation, leadership.

One of the many factors that play a role in employee performance, the researcher highlights the leadership factor in the employee cooperative organization of PT X. There are interesting things that the researchers found when the researchers made observations on the employee cooperative of PT X. At first

glance, the story began when the researcher started the observation, at that time he immediately met with the head of the cooperative and the researchers swiftly started the conversation. The researcher asked about the interest of the informant to choose the option as the head of the cooperative and the following were the answers of the informant:

“...Initially because of the demands of my superiors who chose me in this position, but I tried to love what was entrusted to me. Over time, I found joy in leading this cooperative, that is, when I saw the members of this cooperative smile and thank them for being there for them. It suddenly made me smile too happily. Especially if I see the employees here who help me in my work, I'm very happy thank them...”

It didn't stop there, the researchers were interested in informants' stories related to expressions of gratitude to employees. Then the researcher asked what the informants had done for employee achievement, the answer was surprising:

“...employees are a reflection of me as a leader, if they are good it's a sign that my work is good and vice versa. So, if I want my performance to be assessed as good by the organization, it means that I also have to improve the performance of all employees here, because we are mutually synergize. If all is well, the organization's path can be in accordance with aim. I'm good they (employees) are also good, and cooperatives are definitely more good...”

From the opinion of the informant above, the researcher can withdraw a sentence if The leader is the pillar of the cooperative. This is reflected in all matters relating to cooperatives depending on how the leadership of the cooperative is. As the informant said, if the leader is good, everything in the cooperative will work well too. Especially in relation to employee performance, leadership plays a very important role in improving employee performance.

The role of leadership is seen as very important for organizational development. According to Marpaung (2014) that leadership results from the personal nature, color and characteristics of the group as well as the events they experience, changes or problems faced by the group. Leadership in his view means something that is capable of moving someone from within and directing someone to the successful achievement of the mission (organization). This opinion is very representative of the researchers' views on the cooperative of employees of PT X, leadership is very clearly visible as a determining direction and driving cooperatives in achieving cooperative goals. This leadership is like a "compass" in a cooperative, which is used as a guide for employees to take steps to bring the cooperative to a better direction.

When researchers liken leadership as a cooperative "compass" many things researchers think about leadership. The compass is a guide in all directions, pointing the way for those who are blind. That's as important as leadership, as a guide for those (employees/members) who are blind. The leader shows everything so that things seem clear, what is important and what is less important, what is important and what is not, what needs to be prioritized and what can be left behind. The leader must be able to provide an example to his members/employees, because the leader is a role model for his subordinates, can set a good example, be honest, fair, disciplined, comply with all the rules and regulations that have been set. Not all members of the group have the same perception, not all members of obedience, obedience or enthusiasm are the same. Among group members, of course there are those who experience negative deviations, individuals often express behavior in the form of deviations as the leader of his task of controlling. Thus, leadership is supported by the factors possessed, namely the personal characteristics of the leader on performance, teamwork, salary, family, organization, career development and care. The implementation of the leader's work can be done with the performance of the employees of the PT Easterntex employee cooperative.

Teamwork Spirit of Employee Performance

Cooperative organizations and other organizations are also inseparable from *teamwork* (*teamwork*). Considering that this cooperative organization carries out activities that are in contact with funds that are not small and come from the community/employees or funds that are mandated by many people. So that in running the organization a solid teamwork is needed in achieving the goals of the cooperative. Cooperative goals will be achieved if teamwork is not only carried out by leaders or employees, but also by both superiors and employees themselves. *Teamwork* is a group of people with different abilities, talents, experiences and backgrounds who come together to achieve one goal in one or more activities (Marpaung, 2014). *Teamwork* can not be separated from the cooperation of employees who are there to work and employee *teamwork* is a philosophy based on a view of life as values that are human nature. Work habits are entrenched in personal, community or organizational life will be reflected in attitudes into our behavior, beliefs, ideals, opinions and actions that manifest as "work" or "work" in a *team*.

Based on the above, what can be taken is the pattern of behavior, values or norms that apply in the organization or where the employee works. Actually serves to direct or guide employees in completing their work. *Teamworks* is more strategic as a guideline to answer how the organization will achieve success in its business, this is contained in the performance of cooperative employees is a pattern of communication that is carried out openly. Both from the leadership and from employees, communication that is carried out will ensure the smooth flow of information within the organization. Employee performance appraisal is an ongoing process to assess the quality of personnel work and efforts to improve personnel performance at work, as can be seen from the *teamwork* of these employees. In line with the observations made by the researcher, the researcher can say that *teamwork* is the soul of employee performance. *Teamwork* lives in employee performance, which makes employee performance continue to grow and develop in accordance with the goals of the cooperative. Besides being supported by good leadership, *teamwork* is also very instrumental in employee growth and development.

Between Leadership, Teamwork, and Employee Performance

Improving the performance of cooperative employees is not an easy job, but on the contrary it is very difficult and complex because it is related and interconnected with other factors. Thus, employee performance can only be improved if it meets several requirements and is influenced by related factors.

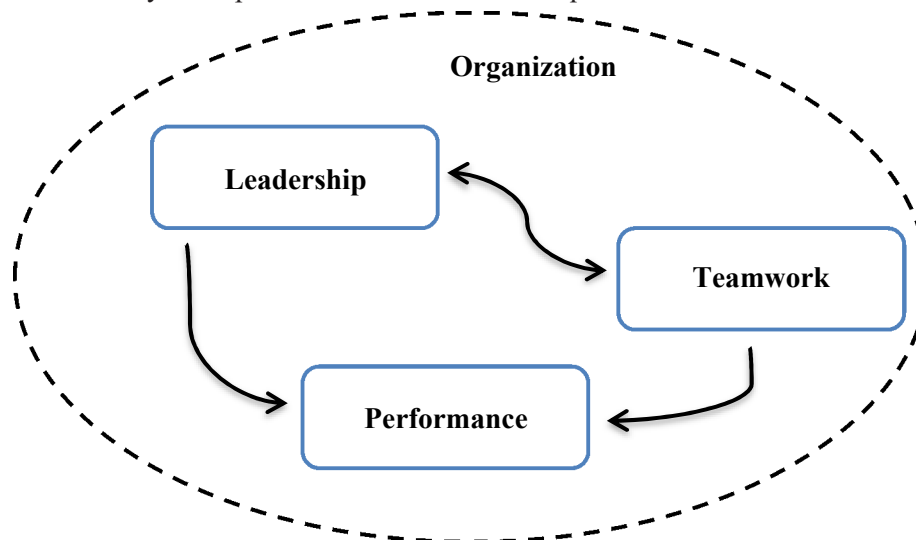


Diagram 3.1 The Relationship Between Leadership, Teamwork, and Employee Performance

Leadership has an important role as a guide to everything that exists in the organization. Leadership is a pattern of behavior designed to integrate individual goals to achieve certain goals, the process of influencing others to understand and agree with what needs to be done and how to do it effectively, and the process of facilitating individual and collective efforts to achieve goals together. The success or failure of a leader in an organization, which can be seen in indicators in inspiring subordinates, implementing and developing, providing implementation instructions, accepting responsibility and solving problems.

The diagram above explains the researchers' findings related to the role of leadership and *teamwork* in building employee performance. It is illustrated that leadership and *teamwork* give each other an important role for employee performance. Leadership cannot stand alone in improving employee performance, and vice versa with *teamwork*. *Teamwork* cannot run if there is no leadership in it. So that the two synergize to improve employee performance in order to achieve the success of organizational goals. Leadership and *teamwork* are both directly proportional to employee performance, in the sense that if leadership is good then employee performance is good. Likewise with *teamwork*, if all members of the cooperative work well together, it will greatly improve employee performance. So, if the performance of the cooperative employees is good, it can be ascertained that the performance of the cooperative will also increase. It is undeniable that these three things have a strong synergy, if one component is weak it will greatly affect the other components.

IV. CONCLUSION, LIMITATIONS, AND SUGGESTIONS

Conclusion

Leadership as a cooperative "compass", which explains that leadership is a guide for everything so that things seem clear, what is important and what is less important, what is important and what is not, which needs to be prioritized and which ones can be left behind. The leader must be able to provide an example to his members/employees, because the leader is a role model for his subordinates, can set a good example, be honest, fair, disciplined, comply with all the rules and regulations that have been set. Not all members of the group have the same perception, not all members of obedience, obedience or enthusiasm are the same.

Meanwhile, for researchers, *teamwork* is the soul of employee performance. *Teamwork* lives in employee performance, which makes employee performance continue to grow and develop in accordance with the goals of the cooperative. Besides being supported by good leadership, *teamwork* is also very instrumental in employee growth and development.

Limitations

Limited time makes researchers unable to look deeper into the role of leadership and *teamwork* in organizations. Thus, the content found by the researcher is limited to two aspects, namely leadership as a compass and *teamwork* as the soul of the organization.

Suggestion

Further researchers can dig deeper into leadership, *teamwork*, and employee performance so as to produce a deeper essence.

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