

**ROLE OF LEADERS IN EMPLOYEE PERFORMANCE ACHIEVEMENT  
(Study at the Tampan Pekanbaru District Office)**

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**ABSTRACT**

This study aims to identify whether the role of a leader enhances employee performance at the Kecamatan Tampan Pekanbaru. This research employs a qualitative method, aiming to unveil occurrences and facts that unfold during the research process and reflect the actual reality. The sampling technique employed is saturated sampling, with a total of 24 employees at the Kecamatan Tampan Pekanbaru as the sample size.

From the data collected at the Kecamatan Tampan Pekanbaru, the researcher identifies the phenomenon that the role of a leader is highly essential in improving employee performance. A leader who can provide support, guidance, and effective direction to employees will positively impact their performance. Research observations indicate that the presence of a leader in the workplace enhances employee productivity, whereas the absence of a leader leads to suboptimal work and often results in delaying task completion until the last minute.

The current performance assessment is still subjective and is not yet capable of accurately measuring what should be measured. As a result, the monthly performance assessment tends to be consistently positive, even though employee behavior and performance still require improvement. Interview results demonstrate that employees expect a leader to work longer hours than other employees and possess strong communication skills, ensuring that assigned tasks are explained clearly. In conclusion, the role of a leader, such as providing support, guidance, and effective communication, significantly contributes to enhancing employee performance. However, the subjective nature of performance assessment requires improvement to more accurately reflect the quality of employees' work.

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## **I. Introduction**

With the appropriate role, leaders can serve as catalysts to enhance employee performance and overall organizational productivity. Effective leaders have the ability to create a positive work environment, motivate employees, and direct efforts towards achieving organizational goals. Leaders play a pivotal role in driving organizational growth and development effectively. In this context, the leader's role significantly influences employee performance by providing guidance and direction for their tasks. This helps employees understand the desired work expectations and standards.

The sub-district is the area of responsibility for the Camat as a local element within the regional government structure, both at the district and city levels. The Camat's function involves a primary role as the leader of the sub-district, serving as a coordinator of governance within the sub-district area,

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reporting to the authority of the Bupati or Walikota (district head or city mayor) and being accountable to them.

The Camat's responsibilities encompass executing the authority delegated by the Bupati/Walikota, in line with the applicable regulations. Within the context of these duties and responsibilities, the role of the Camat holds significant influence over the success or failure of the sub-district organization in terms of governance and development.

Although the responsibilities of the Camat in managing sub-district governance are substantial, it's not surprising that the Camat needs to develop their role as a leader within the sub-district office. Especially in achieving set objectives, the Camat needs to motivate, provide guidance, and support employees to actively participate in achieving the sub-district's organizational goals. In other words, the Camat's leadership role is closely tied to enhancing employee performance within the sub-district office.

The Tampan Sub-District in Pekanbaru is a part of the government structure responsible for various local governance affairs. Given the weight of this responsibility, preparation is required from all employees within the sub-district, especially at the Tampan Sub-District Office in Pekanbaru. Research indicates that the Camat has effectively played the role of a leader by coordinating tasks among employees, maintaining continuous communication, sharing information, and sustaining motivation.

However, it cannot be ignored that there are several issues that need to be addressed, such as human resource problems, employees' sense of responsibility, and supporting facilities. As a result, the role of a leader is crucial in overcoming these challenges. As the Camat, a leader at the sub-district level, they need to effectively communicate with their subordinates, enabling them to feel responsible for their assigned tasks. Establishing a comfortable and supportive environment for governance is a primary responsibility of a leader. Creating satisfaction and comfort for subordinates encourages them to be more enthusiastic in carrying out their tasks.

Leaders also play a role in creating a collaborative and team-oriented work environment. This allows employees to work together, share knowledge, and achieve better outcomes.

Several previous studies have been conducted regarding the role of leaders in enhancing employee performance. For instance, Dewi's study (2020) demonstrates that leaders have effectively improved employee performance by applying effective leadership, providing guidance, and instructions to employees, as well as overseeing decision-making processes within the organization. Nonetheless, there is a need for further improvement in employees' knowledge.

Another study by Putra (2019) found that the leader's role in enhancing employee performance is evident in granting ship departure permits at the Harbor Office in Samarinda. The Head of the Harbor Office's initiative in creating a comfortable atmosphere within the office environment also positively impacts employee performance.

Siregar's study (2019) explored the leadership role of the Camat in Sidikalang, Dairi Regency, and found that leadership in the office was relatively good. Although employee performance at the Sidikalang Sub-District Office is fairly good in several aspects such as work knowledge, quality, adaptation, cooperation, and responsibility, it falls short in terms of productivity aspects like problem-solving initiative and communication skills.

## II. Method

The method used in this research is a qualitative method aimed at revealing occurrences about the factual condition or phenomena that happen during the research and presenting what actually transpires. According to Sugiyono (2020, p. 9), qualitative research is an approach based on positivist or interpretive philosophy. This method is employed to investigate natural object conditions, in which the researcher acts as the main instrument in the research process. The goal of qualitative research is to uncover events, factual conditions, or phenomena occurring during the research and provide information about what truly transpires. Data collection in qualitative research is done through triangulation, a combination of observation, interviews, and documentation. The data acquired tends to be qualitative in nature.

Data analysis in qualitative research is both inductive and qualitative, meaning researchers seek patterns, themes, or meanings from the collected data. The results of qualitative research aim to understand meanings, unearth uniqueness, construct phenomena, and discover hypotheses. Qualitative research pays deeper attention to data excavation and in-depth understanding of the research subjects, thus providing a richer and more detailed depiction of the studied phenomenon. According to Kriyantono (2020, p. 51), qualitative research is a type of research that focuses more on in-depth data excavation rather than the quantity of data collected. In qualitative research, researchers tend to focus on a profound understanding of the phenomena or events under study by collecting detailed and contextually rich data. This approach enables researchers to delve deeper into and comprehend the qualitative and complex aspects of the research object, including understanding the social context, meanings, and participants' perspectives. Therefore, qualitative research aims to attain a profound understanding of the research subject and better explain complex phenomena.

**SAMPLING TECHNIQUE** A sample is a subset of the population with certain characteristics. The sampling technique in this research is using a saturation sampling technique. According to Sugiyono (2018): Saturation sampling is a sampling determination technique where all members of the population are used as the sample. Based on the above definition, it can be determined that the sample size at the Kecamatan Tampan Pekanbaru office is 24 permanent employees.

### III. ResultsAndDiscussion

From the results of data collection conducted in the governmental organization of Kecamatan Tampan Pekanbaru, it was found that leadership roles within an organization greatly influence the performance of employees, where leaders who can nurture by providing guidance and proper direction to employees impact their performance. This can be observed from the researcher's observations; when a leader is present, employees work diligently, but if the leader is absent, employees work reluctantly, and tasks are completed only when the deadline approaches.

In a broader sense, performance evaluations conducted are still subjective and do not measure what should be measured, resulting in monthly performance evaluations consistently yielding positive results even though displayed behaviors are still lacking. From the conducted interviews, it is known that employees expect leaders to work longer than employees and possess good communication skills, enabling clear delegation of tasks.

From the interview results, it was gathered that almost 85% of employees assume that a leader must be able to control their emotions and choose their words carefully when interacting with employees. This assumption has the potential to cause demotivation among employees. In this context, demotivation may arise due to a leader's behavior that lacks sensitivity to emotions and uses unwise communication, causing employees to feel unappreciated, less motivated, or uncomfortable in the work environment. These negative effects can influence employee performance and quality of work, as well as impact the overall work climate and organizational atmosphere. Therefore, it is important for leaders to pay attention to their behavior and communication in order to create a positive and motivating work environment for all employees.

This aligns with what was stated by (Mulyadi, 2013) that the role of a leader is a concrete effort that can enhance employee performance by empowering leadership roles through interpersonal relationships with subordinates and in decision-making within the organization. Based on the theory above, leadership roles can be divided into 3 categories:

1. Interpersonal Role. This role emphasizes personal relationships, including: figurehead role, leader role, and liaison role.
2. Informational Role. This role emphasizes receiving and communicating the information needed for decision-making. This role includes: monitoring, disseminating, spokesperson, and external representative.
3. Decisional Role. In this role, leaders make decisions based on relationships or personal connections they have built and the information they have monitored earlier.

Through effective leadership roles, employee performance will also improve because leaders provide guidance and address each employee's concerns, motivating employees to work diligently and achieve good job performance for the Kecamatan Tampan Pekanbaru government. Leadership roles also aim to

fulfill specific responsibilities in an organization by implementing concepts and strategies to enhance performance or work outcomes. Leaders must continue to perform these roles to achieve the organization's goals.

Based on the research conducted by the researcher, leadership within the governmental organization of Kecamatan Tampan Pekanbaru still has shortcomings in leading employees, both in terms of clarifying tasks and individual responsibilities for each employee. Additionally, employees are also not proactive in carrying out tasks and prioritize personal matters. Therefore, leaders and employees must enhance their collaboration for the advancement and development of the Kecamatan Tampan Pekanbaru office in the future.

## Discussion

Based on the research above, the researcher provides several recommendations regarding the leadership roles' impact on employee performance as follows:

1. In the effort to enhance the competence of the existing Human Resources (HR), the Sub-district Head should consider sending employees to training, workshops, and courses. The goal is to enable employees to expand their knowledge.
2. When dealing with diverse employee characteristics, it's important for the Sub-district Head to be wise and open-minded. This attitude will assist the Sub-district Head in addressing any potential issues with employees in a thoughtful manner and taking appropriate actions.

## IV. Conclusion

Based on the research conducted by the researcher regarding the leadership roles' impact on employee performance in the Kecamatan Tampan Pekanbaru office, several conclusions can be drawn as follows:

1. Leadership roles also aim to fulfill specific responsibilities within an organization in driving concepts and strategies to enhance performance or work outcomes. These roles must be carried out by leaders to achieve the organization's goals. Based on the researcher's research, leadership within the governmental organization of Kecamatan Tampan Pekanbaru still has shortcomings in leading employees, both in terms of clarifying tasks and individual responsibilities for each employee. Additionally, employees are also not proactive in carrying out tasks and prioritize personal matters. Therefore, leaders and employees must enhance their collaboration for the advancement and development of the Kecamatan Tampan Pekanbaru office in the future.
2. Performance goals are formulated as commitments from the annual work plan that must be achieved by the institution. The government, in order to enhance effectiveness and accountability of government institutions, has established indicators and performance targets as references for measuring performance. The Kecamatan Tampan Pekanbaru government has set indicators and performance targets as references for measuring performance in the pursuit of improved effectiveness and accountability of government institutions.
3. Performance evaluation of employees in Kecamatan Tampan Pekanbaru is conducted by comparing performance targets with the actual achievements of the Strategic Objectives indicators. Overall, the achievements of the Kecamatan Tampan Pekanbaru office for 7 indicators are considered to meet the targets.

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