



The Role of Leadership in Improving Employee Performance at the Bappeda of West Sumatra Province

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ABSTRACT

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Leadership is of utmost importance in directing organizations toward their objectives, particularly within the Regional Planning and Development Agency (BAPPEDA) of West Sumatra Province. Efficient leadership has the potential to act as a catalyst, stimulating, motivating, and directing people in the creation and execution of development policies. Various hurdles, including the inadequate involvement of stakeholders during the Public Consultation and Implementation of Musrenbang, among other concerns, hinder employee performance. This research aims to analyze the impact of leadership on enhancing employee performance and resolving employee performance concerns inside the BAPPEDA of West Sumatra Province. This study employs a qualitative descriptive approach, gathering data through interviews, field notes, personal papers, and official records. The research findings suggest that the leadership's impact on enhancing employee performance at BAPPEDA in West Sumatra Province has reached its maximum potential. Additionally, BAPPEDA leaders conduct reviews to identify any remaining barriers to achieving optimal staff performance. In addition, the leaders of BAPPEDA will offer remedies to tackle these problems.

1. Introduction

Leadership significantly impacts employee performance by influencing key factors such as motivation, work engagement, and organizational creativity. Research has shown that effective leadership, particularly transformational leadership, significantly impacts employee performance. This is achieved by inspiring and motivating people and developing trust, vision, and commitment (Setyawati et al., 2023; Syarifuddin, 2023). E-Leadership, encompassing characteristics such as E-Communication and E-Tech, has a favorable impact on organizational innovation performance (OIP) and employee innovation behavior (EIB), leading to overall performance improvement (Zhong et al., 2023). Emotionally oriented leadership can stimulate motivation and

satisfaction, enhancing work performance as employees feel more engaged and motivated to exert effort (Saharuddin et al., 2023). In addition, empowering leadership, which entails granting authority and promoting employee autonomy, can enhance job performance. However, its impact may vary depending on how it is implemented (He, 2023).

In healthcare settings, leadership styles that prioritize guidance, direction, and accountability have been found to enhance employee performance by promoting adherence to protocols and fostering discipline (Irwanto & Wardi, 2023). Furthermore, leadership that cultivates a favorable work atmosphere, transparent communication, and efficient decision-making enhances employee motivation and productivity (Kargeti, 2018). Research

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indicates that the combination of leadership and work motivation substantially impacts employee performance. The style of leadership has a significant role in driving gains in performance (Rospita & Gunawan, 2023; Selfiani et al., 2023; Susila et al., 2023). Hence, firms seeking to enhance employee performance should prioritize cultivating leadership attributes that motivate, involve, and enable people while upholding transparent communication and a nurturing work atmosphere. This versatile approach to leadership enhances individual performance and contributes to the attainment of broader organizational objectives.

Leaders can employ diverse techniques to enhance team cooperation, utilizing evidence-based practices from various disciplines. An effective strategy is to apply Team Development Interventions (TDI) such as team training, leadership training, team building, and team debriefing. These interventions have enhanced team competences and processes in various contexts (Lacerenza et al., 2018). In addition, offering dynamic and immediate feedback on the behavior of team members, such as their language usage, can promote increased consensus and concentration within the team, as exemplified by the Group Meter system (Leshed et al., 2009). Leaders should prioritize the establishment of networks at crucial stages of implementation instead of solely creating teams. This approach can enhance innovation and performance within a flexible, interconnected team structure (Cross et al., 2008). When working on dispersed projects, particularly those requiring a high dependency level, like developing information systems, leaders can utilize the team's technological knowledge (TTK) to adjust and use collaborative tools successfully (Thomas & Bostrom, 2010). Structured communication interventions, like the "snapshot" reports in the Team STEPPS program, have been shown to significantly enhance patient safety and satisfaction in healthcare settings by increasing interdisciplinary communication (Lundeen & Padilla, 2013).

Moreover, fostering comprehension and advocating for cooperative conduct within leadership teams, as exemplified in nursing leadership, can result in enhanced allocation of resources and improved patient outcomes

(Lamont et al., 2015). Integrating co-working spaces and social networking services into collaborative learning systems in educational contexts can enhance student engagement and pleasure, regardless of its direct influence on performance (Nguyen et al., 2016). Integrating intelligent collaborative learning systems employing organized sentence starters can yield advantages in teaching cooperation skills (McManus & Aiken, 2016). Ultimately, utilizing improved learner models to create learning teams centered around leaders, considering cognitive capacities, leadership skills, sociability, learning styles, and personality traits, can optimize the process of team building and promote overall satisfaction (Ma et al., 2022). These tactics emphasize the significance of organized interventions, immediate feedback, network establishment, technological adjustment, and tailored team building to enhance collaboration.

In various fields, particularly in organizations, the human factor is the main issue in every activity within them. An organization is a social entity that is consciously coordinated with identifiable creative boundaries, working continuously to achieve its goals Robbins & Judge (2018). A good organization is one that strives to improve the capabilities of its human resources, as this is a key factor in enhancing employee performance. Improving employee performance will bring progress to the company, enabling it to survive in an unstable business environment. Therefore, efforts to improve employee performance are the most serious challenge, as the success in achieving organizational goals greatly depends on the quality of human resources' performance within it.

The achievement and success of an institution or organization are determined by leadership capabilities (Saputra & Syamsir, 2022). Through skills, innovation, ideas, behavior, and leadership, an individual can guide an organization toward achieving its goals. Efforts that leaders can undertake include directing, enhancing, and mobilizing their own potential and that of their members collectively, focusing their activities to achieve organizational success (Saputra & Mulia, 2021). Additionally, through creative power, leaders can maximize

the potential within the organizational environment to improve efficiency, thereby achieving optimal performance.

Hasibuan (2019) explains that "Performance is the result of work achieved by a person in carrying out the tasks assigned to them, based on skills, experience, earnestness, and time." Robbins & Judge (2018) define leadership as the ability to influence a group towards the achievement of a vision or set of goals. In other words, leaders can emerge from within the group or through official appointment. Organizations need strong leadership and strong management to optimize effectiveness. Leaders create a vision for the future and inspire organizational members to achieve that vision.

Leadership plays a crucial role in guiding an organization to achieve its goals. One of the main factors in an organization's success in reaching its objectives is how well it can maintain or even improve employee performance quality. This is especially true for public organizations tasked with running the government and advancing national development, such as the Regional Development Planning Agency (BAPPEDA) of West Sumatra Province. Within BAPPEDA of West Sumatra Province, effective leadership can serve as a catalyst to inspire, motivate, and guide employees in formulating and implementing development policies. Visionary leadership with a focus on public service will help foster work enthusiasm, innovation, and collaboration among employees, thereby contributing optimally to achieving development goals.

In an era of increasingly complex development dynamics, the Regional Development Planning Agency (BAPPEDA) plays a central role in designing and implementing various development programs. In West Sumatra Province, BAPPEDA has broad responsibilities for coordinating various sectors to achieve the established development goals. These development goals are expected to have a positive impact on the advancement of West Sumatra, which can be smoothly achieved if the West Sumatra BAPPEDA has good employee performance.

Regarding employee performance, according to the 2023 Annual Performance

Report of the West Sumatra BAPPEDA, with an average performance achievement of 106.57%, BAPPEDA has seen a significant increase from the set targets. This is a very positive indicator of employee performance at the West Sumatra BAPPEDA. However, there are still some factors hindering the improvement of BAPPEDA's performance. According to the 2023 Annual Performance Report, one of the obstacles in employee performance is the still suboptimal active participation of stakeholders during Public Consultations and Musrenbang (Development Planning Meetings), among other issues.

Considering the increase in employee performance at BAPPEDA and the presence of several performance hindrances, BAPPEDA must seek solutions by leveraging leadership roles to address these hindrances to employee performance. This effort aims to resolve issues within BAPPEDA of West Sumatra Province and realize the regional development vision and mission for West Sumatra. This is to examine how leadership roles can enhance employee performance and resolve performance issues at BAPPEDA of West Sumatra Province.

2. Methods

In this research, the method used is a descriptive qualitative method, meaning the data sources are not in the form of numbers, but rather from interview transcripts, field notes, personal documents, memos, and other official documents. The aim of this qualitative writing is to deeply, thoroughly, and comprehensively describe the empirical reality behind the phenomenon.

According to Sugiyono (2016), descriptive qualitative research aims to describe and illustrate existing phenomena, whether natural or human-made, with a focus on characteristics, quality, and the relationships between activities. Additionally, descriptive research does not apply treatments, manipulations, or alterations to the variables being studied; rather, it depicts the conditions as they are.

3. Result

The role of leadership is the primary key to the success of an institution's performance. A

leader is the spearhead who guides their subordinates towards conducting activities in a better direction and achieving maximum success in executing tasks. Everything related to the progress and success of an institution can only be realized effectively with the involvement and thoughts of a leader. The role of a leader can be

assessed through an institution's success in achieving its organizational goals.

In the Regional Development Planning Agency of West Sumatra Province (BAPPEDA), as reported in their performance report for the year 2023, they managed to improve their performance from the initial targets they set. As shown in the data below:

Table 1. Data on Bappeda's Performance Achievements

No	Strategic target	Target	Realization	Achievements %
1	Increased Planning Quality	77	79,97	103,86
2	Increased Accountability for Organizational Performance	79.25	81,73	103,13
3	Increasing the Quality of Organizational Services	86	96,93	112,71
4	AVERAGE			106,57

Source: Results of Analysis of Bappeda's Performance Achievements in 2023

From the data above, it is evident that there was an improvement in the performance of employees at BAPPEDA West Sumatra in 2023. Starting with the improvement in the quality of planning, which was targeted at 77% but was achieved with a figure of 79.97%. Performance accountability, previously targeted at 79.25%, was realized with a figure of 81.73%, and lastly, the quality of organizational services, targeted at 86%, was achieved with a figure of 96.93%. This represents a highly positive progress made by BAPPEDA West Sumatra, supported by its institutional leadership. In striving to improve the targeted performance, leaders will undoubtedly provide valuable insights and motivation to all employees so that they can deliver their best performance. In light of this, the author conducted an interview with the Head of the General Affairs Subsection of BAPPEDA West Sumatra, Mrs. Fera, regarding the role of leadership in enhancing employee performance, namely:

"Leadership certainly plays a very significant role in an institution; each institution inevitably has its own work performance targets. The speed at which an institution fulfills its performance targets depends on how its leadership mobilizes each of its members. A leader must be able to motivate and collaborate with all members to accomplish tasks together. One of our leaders, for instance, always provides positive reinforcement to their employees. They adjust themselves to all employees to ensure there is no gap

in executing work programs. The leader motivates and embraces all employees to collaborate and achieve their performance targets successfully. In formulating work programs, they also seek suggestions and inputs from their members so that they can work together in implementation. And for employees who make mistakes, they provide positive feedback, which is why we can achieve our targeted performance."

From the interview, it can be concluded that the leadership of BAPPEDA West Sumatra provides positive elements and adapts to all of its employees, fostering a sense of camaraderie within BAPPEDA West Sumatra. This is the main key to BAPPEDA's ability to exceed its performance targets. However, despite the improvement in employee performance at BAPPEDA West Sumatra in 2023, there are still several issues that hinder the achievement of employee performance. According to the BAPPEDA's annual performance report for 2023, some issues continue to pose challenges, namely: 1) There are still 5 Regional Offices that have not conducted the Regional Office Forum as mandated by the Ministry of Home Affairs Regulation Number 86 of 2017. To address this, in the future, BAPPEDA West Sumatra Province will encourage and ensure that Regional Offices conduct the Regional Office Forum in a timely manner according to the Planning Calendar distributed to them. 2) The active participation of stakeholders during Public Consultation and Musrenbang implementation is still suboptimal. Active stakeholder participation is one of the

formation indicators in the process dimension of achieving the Planning Quality Index and several other issues.

This issue is not separate from the responsibility of BAPPEDA leadership in resolving the problems that hinder the achievement of employee performance at BAPPEDA West Sumatra Province. In light of this, the author conducted an interview with the Head of the General Affairs Section of BAPPEDA, Mrs. Fera, regarding the role of leadership in resolving issues that obstruct employee performance :

"The leadership will conduct evaluations together and identify what issues are hindering its implementation, one of which is the issue of several regional offices that have not conducted Forkopimda and others. It's their responsibility to evaluate; they reprimand these regional offices and inquire about the issues hindering it, and the leadership immediately provides solutions to these regional offices to resolve the issues. However, the reprimand is not a threat of dismissal but a constructive reprimand to help solve the problem." It can be concluded that BAPPEDA leadership evaluates what obstacles still exist in achieving employee performance, and they also provide solutions for these issues."

From all the statements above, it can be said that the leadership role in improving employee performance at the Regional Development Planning Agency (BAPPEDA) of West Sumatra Province has been maximized. This can be seen from the information in the BAPPEDA 2023 Annual Performance Report and the interview results from the informant. The leader's role in BAPPEDA significantly influences employee performance achievements, as evidenced by how BAPPEDA leaders provide their positive insights and embrace their employees to collaborate in achieving organizational goals and enhancing employee performance achievements.

4. Conclusion

The role of a leader is extremely important and primary. This is because the role of a leader has a significant impact on improving the performance of BAPPEDA in West Sumatra Province. The role of a leader is determined by the quality of the leader themselves. The quality

of a leader is closely related to the personality or character of a leader who has the ability to be a role model, motivator, and colleague to the members of their organization. The quality of a leader with this strong character influences the improvement of organizational members' performance. The improvement in members' performance can occur because of the encouragement from leaders who approach and strive to assist employees in improving their performance.

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