



The influence of the manager's leadership role on employee performance in the UMKM Flushartworks

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ARTICLE INFO

Article history:

Received Apr 13, 2023

Revised May 20, 2023

Accepted Jun 24, 2023

Keywords:

Leadership
Management
Employee Performance
Human Resources
SME's

ABSTRACT

Human Resource Management is one part of management where the main focus is on human roles, processes and activities to achieve an organizational goal. In the organization itself there are two roles, namely a manager or leader and an employee or employee. Both have different roles and responsibilities but are related to each other. This study aims to determine the influence of Leadership Roles on Employee Performance in Flushartworks SMEs which have been established since 2018, and are engaged in furniture services. Flushartworks provides a variety of custom furniture production services for the needs of households, schools, agencies or institutions and offices. Researchers take themes or topics related to human resource management where the focus of this research is on the role of leadership as a variable (x) and employee performance as a variable (y). Source This research uses quantitative approach method. The sampling used was using the purposive sampling method and obtained 6 samples. The data sources in this study used primary and secondary data. The analysis technique used uses a simple regression analyst method. The Result shown that managerial leadership has a contribution to the performance variable in Flushartwork by 58.4%. The leadership variable has a positive effect on performance.

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INTRODUCTION

It has been two years since the world, including Indonesia, experienced a pandemic that hit at the end of 2019, the world at that time was shaken by the presence of an acute respiratory syndrome disease known as the Coronavirus (COVID-19) which was first discovered in Wuhan, China. According to data published by Worldometers (2021), until Friday (2/8/2021) the total number of COVID-19 cases worldwide has reached more than 200 million cases. Of this number, 4 million people died and 185 million people were declared cured. Within the national territory, Indonesia is the country with the 15th most total cases of COVID-19 in the world, with more than 3.7 million cases and 113 thousand deaths.

With this pandemic outbreak, activities have been achieved in various sectors, not only the health sector but also the economic sector (Zulkarnain et al., 2020). The MSME sector is one of those affected by the pandemic. The sectors affected during the Covid-19 pandemic included transportation, tourism, trade, health and other sectors (Susilawati et al., 2020). If you look at the definition presented by Susilawati, all social construction has been affected by the pandemic, including the MSME sector. Various efforts have been made by the government to overcome the impact of the COVID-19 pandemic, including by carrying out a series of policies including temporarily closing public spaces such as schools, offices and also some economic activities such as markets or supermarkets, social restrictions as a whole or on a large scale (PPKM). /PSBB) resulted in a decrease in consumption and investment levels (BPS, 2020) In the graph, the Central Statistics Agency released Indonesia's economic growth in the August 2020 period, stating that Indonesia's economic growth was in a position of minus 5.32% (BPS, 2020). One of the many consequences is due to the large social activity restrictions imposed by the government. With the existence of a policy of limiting social activities carried out by the government, it certainly hampers many aspects of the development process and organizational development, one of which is Human Resources (HR). Responding to the impact of the large-scale social restriction policy caused by the COVID-19 pandemic, working from home "Work From Home" (WFH) has become a new trend to reduce the spread of COVID-19, including "Flushartworks" MSMEs. Working from home certainly does not completely leave the obligation to work in an office, but in this case it is limited or mixed "Hybrid", where each employee has certain times to work and coordinate in the office directly, of course with health protocols or through online-based virtual media such as zoom or google meet. There are several factors that influence performance including: ability, expertise, knowledge, work design, work motivation personality, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline (Kasmir, 2016).

Leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive changes, important dynamic forces that motivate and coordinate organizations in order to achieve goals, the ability to create a sense of confidence and support among subordinates so that organizational goals can be achieved (Dubrin, 2016). One of the previous studies that proved the influence of leadership on employee performance was Subriah et al (2020) which found that leadership had an effect on employee performance at the Investment and One Integrated Service Office of Majene Regency. The results of research by Syamsuriz al (2016) show that managers can have a positive impact on every element in the organization. The results of Bambang's research (2016) state that it shows that the role of leadership has a positive effect on performance.

Soekarso (2010, p10) states that leadership is a process of social influence, namely a life influencing other lives in influencing the behavior of other people towards certain achievements or goals. If according to Fiedler (Masmuh, 2010, p247) it can be defined that leadership provides direction and coordination to its members in achieving organizational goals and is fully responsible for every group activity that he leads. As for according to Indriyo Gitosudarmo in

Sunyoto (2015, p. 30) reveals that leadership is the stages of influencing the activities of individuals or groups to achieve goals in certain situations. Stogdi in M. Sobry (2017, p. 30) says that leadership is a management concept that can be embodied in various definitions according to which point of view he thinks so it can be concluded that behavior with a specific purpose or goal is to influence the activities of group members so that they can achieve the goals that have been determined together for the benefit of the organization itself. Sunyoto (2015,p.31) the variable dimensions of leadership are as follows: (1) Communication (2) Motivation (3) Decision Making.

Performance is a combination of work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Anwar Prabu Mangkunegara, 2014:67). This opinion is reinforced by the opinion of Nawawi (2006), he stated that performance can basically be from two aspects, namely individual employee performance

and organizational performance. Meanwhile, according to Rivai (2005: 14) performance is the result or level of success of a person or whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or goals or criteria that have been determined in advance and have been mutually agreed upon.

Abdelwahed and Shah (2023) state that The leadership style perception of the employees has a considerable contribution to generating a higher level of job performance. Hence, the study would provide the smoothness in enhancing EP with leadership behaviours' development. Ulum & Mu'nim (2023) support that there is a positive influence between the influence of leadership style on the work performance. Liu et al (2023) also in line with Mu'nim and Abdelwahed that there are five sufficient configurations for the presence of high employee performance and three for performance's absence. Relation-oriented leadership, HRMPs and enterprise property are more important conditions to employee performance than others. Furthermore, no single condition constitutes a necessary condition for causing the high or not-high employee performance.

According to Robbins (2016: 260), performance factors are a tool to measure the extent to which employee performance is achieved. Performance factors according to Sumamora in Mangkunegara (2013) say that performance is influenced by several factors including the following; (1) Individual factors, including abilities, skills, background, and demographics. (2) Psychological factors, including perception, attitude, personality, learning, and motivation. (3) Organizational factors, including resources, leadership, awards, structure, and work design. In conducting performance appraisal, Handoko (2001) suggests that performance appraisal is a process through which an organization can evaluate or assess the performance of employees' work. The implementation of work results or work performance is directed to achieve organizational goals within a certain period of time (Pabundu, 2006: 121). Bintoro and Daryanto (2017) suggest that what includes employee performance measures is as follows: Quality of Work; Quantity of Work; Timeliness; Effectiveness; Independence

Flush Artwork as one of local brand in Bandung, Indonesia have failed to reach the target of buyer in past year, many output of clothes are below standard that buyer want, the number of reject goods also increase it is effect to financial issue and managerial performance, from the observation result as much as 40% product are return from buyer because is not meet the criteria, and the number of employee who indiscipliner from work hour and output target are raising. The leadership role of a Flushartworks UMKM manager in leading employees in this COVID-19 pandemic situation needs to be proven of its quality and its influence on employee performance, how to deal with issues of adapting managerial processes, direct or indirect communication and appropriate or appropriate decision making, all This aims to fulfill organizational goals.

Based on this background, researchers conducted research on "The Influence of the Manager's Leadership Role on Employee Performance at UKM Flushartworks".

RESEARCH METHOD

This research is a survey research, in which any information is collected from respondents using a questionnaire. According to Sugiyono (2008), this survey research collected data using a questionnaire instrument to obtain responses from respondents. Survey research is research conducted to obtain facts from existing symptoms and seek factual information without knowing why these symptoms exist. This study uses descriptive analysis and verification and uses quantitative methods. Descriptive approach is research conducted to answer questions about what, who, when, where and how (McDaniel and Dates, 2001).

Basically, research design is a way depending on the researcher, the way to do it can be different so that the research design is also different. In this research design has two variables, namely the Role of Leadership (X) and Employee Performance (Y). The research design that will be applied in this study is causality. Trisliantanto stated (2020), causality research is a study that investigates the possibility of a causal relationship from an event. This causality research will

investigate the causal relationship of the independent variables (x) to the dependent variable (y) so that the results can be seen.

The measurement of the scale in the questionnaire uses the Likert scale as a benchmark. The Likert scale is used to measure attitudes, opinions, perceptions of employees working at Flushartworks about the influence of leadership roles on employee performance. The population is the totality of all objects or individuals who have certain, clear and complete characteristics to be studied. The population involved in this study are all employees who work at Flushartworks as many as 30 people. In taking the sample, the research technique is divided into two, namely probability sampling and non-probability sampling. In this study the authors used Non Probability Sampling. Non Probability Sampling is a technique that does not provide equal opportunities or opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2015).

The Non Probability Sampling technique that is applied in sampling in research is the Purposive Sampling technique. This purposive sampling is a non-random sampling technique in which the researcher determines sampling by setting specific criteria appropriate to the research objectives so that the sample selection criteria in this study are as follows (1) Employees of the Production Department (2) Employees of the Design Section (3) Employees of the Operations Section There are 30 employees from the results of the criteria above. 30 employees will be given several questions on the questionnaire. The hypotheses in this study include: "There is an Influence of Manager Leadership on Flushartworks Employee Performance."

The data analysis use Simple linier regression method. This describe the relationship between variables by fitting a line to the observed data. Linear regression models use a straight line, while logistic and nonlinear regression models use a curved line. Regression allows you to estimate how a dependent variable changes as the independent variable(s) change.

RESULTS AND DISCUSSIONS

This study was analyzed using descriptive analysis and quantitative approach, validity and reliability tests were used to test the validity of the questionnaire statement items whether they could represent the variables in the study and the reliability of the variable dimensions, when declared valid and reliable then proceed to classical assumption testing, simple regression analysis and test coefficient of determination to find out how the influence of the role of leadership on performance at Flushartworks. From the results of data processing using descriptive analysis, it was found that the respondents' responses regarding leadership were 4.33 and included in the very good category. This shows that Flushartworks leadership pays very good attention to communication, motivation and decision making.

In all activities related to performance, Flushartworks always takes into account all aspects to give their best performance to consumers. This makes Flushartworks performance very well executed. While the results of respondents' responses regarding performance were 2.13 and included in the good category, which means that the quality of work, quantity of work, timeliness, effectiveness and independence of Flushartworks employees are appropriate. The results of the validity of the statement items in the questionnaire were declared valid and met the test criteria, where the results of the comparison of r count with r table (0.7067), where $df = n-2$ with sig 5%. If $r_{count} < r_{table}$ then it is valid. So the significance level used is 0.05 or 5%. Based on the results of the validity test that the researchers carried out on 6 respondents, it showed that all question items on variable X were declared valid because all question items had $r_{count} > r_{table}$ H results in table 1.

Table 1. Validity test

Question	Item rcount	rtable	Conclusion
Statement 1	.858	0.7067	Valid
Statement 2	.856	0.7067	Valid

Question	Item rcount	rlabel	Conclusion
Statement item 3 .	.862	0.7067	Valid
Statement item 4 .	.859	0.7067	Valid
Statement item 5 .	.850	0.7067	Valid
Statement item 6	.848	0.7067	Valid
Statement item 7	.854	0.7067	Valid
Statement item 8	.857	0.7067	Valid
Statement item 9	.865	0.7067	Valid
Statement item 10	.854	0.7067	Valid
Statement item 11	.854	0.7067	Valid
Statement item 12	.846	0.7067	Valid
Statement item 13	.848	0.7067	Valid
Statement item 14	.851	0.7067	Valid
Statement item 16	.855	0.7067	Valid
Statement item 17	.856	0.7067	Valid
Statement item 18	.852	0.7067	Valid
Statement item 19	.858	0.7067	Valid
Statement item 20	.790	0.7067	Valid
Statement item 21	.768	0.7067	Valid
Statement item 22	.776	0.7067	Valid
Statement item 23	.787	0.7067	Valid
Statement item 24	.768	0.7067	Valid
Statement item 25	.773	0.7067	Valid

(Source: Questionnaire processed using SPSS 20, 2022)

Instrument reliability describes the stability of the measuring instrument used. A measuring instrument is declared highly reliable or can be trusted, if the tool is stable. So it is reliable and can be used in forecasting. In a positivistic (quantitative) view, a data is declared reliable if two or more studies on the same object produce the same data. In this study the reliability test will use SPSS 20, the study also uses a Cronbach Alpha value limit of 0.60. If the calculated alpha level is > 0.60 then the measuring instrument has a high level of reliability. If the value on the reliability result is less than 0.60 then the result is reliability, conversely if the value on the reliability result is less than 0.60 then the result is not reliable (results in table 2).

Table 2. Reliability Test Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
806	.838	24

(Source: Questionnaire processed using SPSS 20, 2022)

Furthermore, the results of the hypothesis test (table 1.3) from the table above can be seen that each variable has a Cronbach Alpha of more than 0.60 so it can be concluded that the variables Leadership Role (X) and Performance (Y) are reliable.

Table 3. Hypotheses Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.353	6.226		1.984	.050
Leadership	.264	.070	.262	3.744	.000

a. Dependent Variable: Performance

(Source: Questionnaire processed using SPSS 20, 2022)

The regression equation is used to predict how high the value of the dependent variable is when the value of the independent variable is manipulated (changed). From the results of the regression analysis in table 1.2 using the help of SPSS software, the equation is obtained, namely:

$$\hat{Y} = 12.353 + 0.264X.$$

This equation can be interpreted that: The value of the constant a in the regression line is 12.353. This shows a constant price, that is, if variable X is equal to 0, then the role of leadership remains at 12.353. Coefficient X = 0.264. This shows that the leadership variable has a positive effect on performance, or in other words, if the leadership variable is increased by one unit, the performance will increase by 0.264. Before testing the coefficient of determination, hypothesis testing is carried out to find out and test the significance of variable X whether or not it affects variable Y.

From the results of the calculations carried out, the results are in accordance with the research hypothesis that has been made, namely that there is a significant influence between the variables of the manager's leadership role and employee performance. From the results of the R test (Coefficient of Determination) the value of R Square (R^2) or the coefficient of determination (KP) is obtained which shows how well the regression model is formed by the interaction of the independent variables and the dependent variable. The coefficient of determination obtained is 0.584 (Table 4):

Table 4. R Square (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.592	.584	4.64103

(Source: Questionnaire processed using SPSS 20, 2022)

This value is used to see the magnitude of the contribution of the leadership variable to performance. How to calculate the Coefficient of Determination is to use the formula:

$$KD = R \text{ Square} \times 100\% = 0.584 \times 100\% = 58.4\%$$

Based on the coefficient of determination formula, it can be interpreted that managerial leadership has a contribution to the performance variable in Flushartwork by 58.4% while the remaining 41.59% is influenced by other factors not examined in this study. This result support Ulah et al (2022) ; Fleming & Asplundh (2015) ; Wagner & Harter (2020) ; Shuck & Willard ,(2018). Leaders reward their subordinates by using a contingent method of awarding them based on the notion that they do their jobs effectively and try hard enough. As a result, if leaders do not believe that their subordinates are working effectively, or that they are not working hard enough, they will not be rewarded. Finally, when it comes to the characteristics of the laissez-faire leader, where leaders get involved where there is a problem (North use, 2004). Under transactional leadership, team members have limited power to increase their job satisfaction.. There is a correlation between organizational wellbeing and individual performances, according to Quick and Macik-Frey (2017), in the outlining of this article. With an open and leadership approach, he promoted quality connections with others, cohesiveness, and a common objective.

CONCLUSION

Based on the formulation of the problem and the results of the research that has been done, the following conclusions are obtained following: (1) The role of the manager's leadership in Flushartwork is included in the very good category. This is indicated by the average score obtained from employee responses regarding the manager's leadership which consists of indicators of communication, motivation and decision making which is equal to 4.33. (2) The Flushartwork Manager's performance is in the good category. This is indicated by the average score obtained from

employee responses regarding performance which consists of indicators of work quality, work quantity, timeliness, effectiveness and employee independence, namely 2.13. (3) The influence of manager leadership on the performance of Flushartwork employees can be seen from the results of the coefficient of determination. Based on the test results of the coefficient of determination, a result of 0.584 is obtained. This indicates that the manager's leadership has an effect of 58.4% on the performance of Flushartwork employees and the remaining 41.59% is influenced by other factors not examined by the author. Research Limitation in this research as the number of the sample that low and many problems are we are not capable to digging because of the confidential information lackness, and the limitation of research time, for future research suggest expanding in the number of samples for gaining more accurate result, expanding the issue in managerial and expanding more time in observation or pre survey.

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