

Leadership and Team work On Employee Performance Pada Bank BRI KCP Unit Blimbing Malang

Kepemimpinan dan Team Work Terhadap Kinerja Karyawan Pada Bank BRI KCP Unit Blimbing Malang

Yuyuk Liana¹, M. Ridlo Arifki², Ali Lating³, Taufik Djafri⁴

Sekolah Tinggi Ilmu Ekonomi Malangkucecwara^{1,2,3,4}

yliau@stie-mce.ac.id¹

ABSTRACT

This study aims to analyze the influence of leadership and teamwork on employee performance. The population in this study is Bank BRI KCP Unit Blimbing Malang, which operates in the banking sector. The samples were taken using a random sampling technique, with a total of 32 respondents, the data analysis technique used is multiple linear regression analysis with SPSS. The results of this study indicate that the leadership variable affects employee performance and the teamwork variable affects employee performance.

Keywords: Leadership, Teamwork, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh leadership dan teamwork terhadap employee performance. Populasi dalam penelitian ini adalah Bank BRI KCP Unit Blimbing Malang yang bergerak di bidang perbankan. Sampel yang diambil dengan teknik random sampling, dengan jumlah sampel 32 responden, teknik analisa data yang digunakan adalah analisis regresi linear berganda dengan SPSS. Hasil penelitian ini menunjukkan bahwa variabel leadership berpengaruh terhadap employee performance dan variabel teamwork berpengaruh terhadap employee performance.

Kata Kunci: Leadership, Teamwork, Employee Performance

1. Introduction

In the banking sector, leadership serves as a catalyst, motivating employees to maximize their capabilities. Leadership is a blend of various characteristics, traits, and behaviors employed to engage with employees (Khajeh, 2018). One such bank that implements these practices is BRI (Bank Rakyat Indonesia). BRI leaders exhibit a leadership style that guides, supports, provides direction, and most importantly, serves as a role model for their employees. The consistency of the company hinges on the performance of each element within the organization (Taouab & Issor, 2019).

An effective leader exhibits quick thinking and possesses qualities that inspire employees to follow their decisions (Mango, 2018). Similarly, a leader must also demonstrate decisiveness when taking risks (Jung et al., 2020). This suggests that strong leadership enhances teamwork performance at BRI Bank, in comparison to individual work. When teamwork is effectively managed by the company, it leads to positive performance outcomes, thereby enhancing overall productivity (Askari et al., 2020).

Teamwork involves the integration of a group's work, combining complementary skills and needs to achieve a common objective (Jasińska 2019). As such, teamwork can be defined as a collective effort of a group resulting in performance that exceeds the sum of individual contributions. Teamwork unites various individuals into a single entity to attain a shared goal. This goal is not personal, neither the goal of the team leader, nor the goal of the most popular individual in the team. In an organization, the relationship between the leader and the members is influenced by two key factors: the interactions and mutual responses among individuals within the organization (Kaasinen et al., 2022). The leader has specific tasks or goals to achieve and motivates their followers to reach a satisfactory level of achievement.

Leadership

Leadership is influenced by various factors. According to Chauhan et al., 2019, these factors include: (1) Sociological factors, These involve the social relationships among employees within a team and how they interact with the community around them. (2) Psychological Factors, These relate to the individual characteristics and personalities of each employee, whether they're in leadership positions or not staff. Furthermore, Leadership styles can be categorized as (Nguyen et al., 2020): (1) Autocratic / Authoritarian Leader. This type of leader gives orders that must be followed without much input from the team. They make decisions without consulting their subordinates. (2) Democratic Leader, A democratic leader consults with team members before making decisions. They value the input of their team and believe that decisions should be discussed and agreed upon. (3) Liberal leaders This leader delegates many responsibilities to their team, allowing them more freedom to make choices and decisions.

Teamwork

Teamwork is collaboration within a team is when individuals work together to solve problems and achieve the group's goals (Awuor et al., 2022). Teamwork is often more effective than individual work. Various aspects of teamwork include (Berber et al., 2020) : (1) Communication. (2) Coordination (3) Balancing Member Contributions (4) Support. Furthermore, indicators of effective teamwork involve: (1) Shared Responsibility: when team members collectively take responsibility for completing a task, it often leads to better outcomes as everyone is invested in the project's success. (2) Mutual Contribution: when team members contribute their energy and ideas willingly, it fosters a sense of cooperation and helps build strong teamwork. (3) Maximum Effort: When each team member gives their best effort, it not only strengthens teamwork but also results in high-quality output. This is achieved by tapping into the maximum potential of each team member.

Performance

The purpose of performance evaluation is to enhance or improve a company's performance by elevating the performance of its human resources (Anwar & Abdullah 2021). More specifically, as stated by Sunyoto (2019), the objectives of performance

evaluation are as follows: (1) Enhancing Employee Understanding : Performance evaluation helps employees better comprehend performance expectations (2) Recording and Recognizing Employee Achievements: It involves recording and acknowledging an employee's work outcomes, motivating them to strive for better results (3) Providing Opportunities for Employee Discussion: It offers employees the chance to discuss their desires, aspirations, and how they can enhance their careers or current job roles. Meanwhile, the factors that influence performance according to Armstrong and Baron in Wibowo (2017) are as follows: (1) Personal Factors, these are demonstrated by an individual's skill level, competencies, motivation, and commitment. (2) Leadership Factors, determined by the quality of encouragement, guidance, and support provided by managers and team leaders. (3) Team Factors, indicated by the quality of support provided by colleagues. (4) System Factor, relates to the work systems and facilities provide by the organization (5) Contextual Situational, influenced by the high level of pressure and changes in the internal and external environment.

2. Methods

Population and sample

The population in this research consists of employees who work directly at Bank BRI KCP Unit Blimbing with the number 32 employee.

Variable

Independent variables are: (1) Leadership (X1), with indicators: (a) Effective ability (b) Participative leadership (c) decision-making ability (d) motivating ability (e) communication skills. (2) Teamwork (X2). Teamwork indicators are as follows: (a) Responsibility for jointly completing a job (b) Contributing to each other (c) Maximum exertion of abilities (d) Common goals (e) Clear roles and responsibilities. The dependent variable of employee performance with indicators: (a) Purpose (b) Standards (c) Feedback (d) Includes consistency of performance and reliability in service (e) Responsiveness (f) Competence

Research model

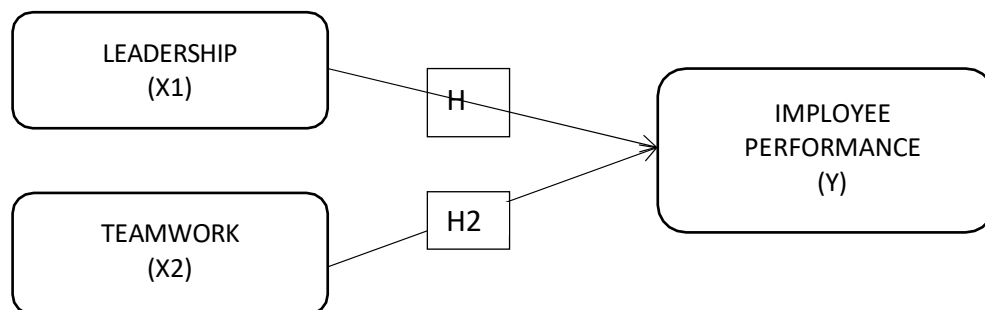


Figure 1. Research Framework

From the research framework above, the hypothesis in this research are following :
 H1: It is suspected that leadership has a positive and significant effect on employee performance.

H2: It is suspected that teamwork has a positive and significant effect on employee performance

3. Results and Discussion

Validity test

Tabel 1. Validity Test

Variable	Statement	Rcount	Rtable	Conclusion
Leadhersip (X1)	X1.1	0.891	0.349	Valid
	X1.2	0.912	0.349	Valid
	X1.3	0.880	0.349	Valid
	X1.4	0.780	0.349	Valid
	X1.5	0.748	0.349	Valid
Tim Kerja (X2)	X2.1	0.902	0.349	Valid
	X2.2	0.854	0.349	Valid
	X2.3	0.873	0.349	Valid
	X2.4	0.853	0.349	Valid
	X2.5	0.931	0.349	Valid
Kinerja	Y1	0.929	0.349	Valid
	Y2	0.894	0.349	Valid
	Y3	0.903	0.349	Valid

The result of validity test, it shows that the Leadership (X1), Team work (X2) and Employee Performance (Y) variables obtained the results of all r values for questionnaire question items on the research variables, “r count” values above than the “r table” value. The comparison of r count with r table which is 0.349 from r table 5% (0.05). Therefore, all statements are declared valid.

Reliability Test

Reliability testing of Leadership (X1), Team work (X2) and Employee Performance (Y) variables is as follows:

Table 2. Reliability

Number	Variable	CronbachAlpha	Item	N
1	Leadership (X1)	0,895	5	32
2	Team work (X2)	0,928	5	32
4	Employee Performance (Y)	0,894	3	32

With this calculation, it explains that the Cronbach's alpha value of the Leadership (X1) variable is 0.895, Team work (X2) is 0.928 and Employee Performance (Y) is 0.894. So it conclude that all variables are declared reliable, because Cronbach alpha > 0.60.

Hypothesis Test

Tabel 3. Hasil Uji T

Variable	t count	Sig	Beta	Conclusion
<i>Constant</i>	1,328	0,195		
<i>Leadership (X1)</i>	2,749	0,010	0,433	<i>Signfikan</i>
<i>Team work (X2)</i>	3,105	0,004	0,489	<i>Signifikan</i>

Leadership variable (X1) has a significance value of 0.010 (less than 0.05), and the t-test results indicate a t count of 2.749, which exceeds the t table value of 2.045. Therefore, H0 is rejected, and Ha is accepted, indicating a partial significant effect of the Leadership variable (X1) on Employee Performance (Y).

Teamwork variable (X2) has a significance value of 0.004 (less than 0.05), and the t-test results indicate a t count of 3.105, which show the t table value of 2.045. Consequently, the H0 is rejected, and Ha is accepted, indicating a partial significant influence of the Teamwork variable (X2) on Employee Performance (Y).

Dominant variable

The results of the analysis of the beta coefficient present that Team work (X2) has a coefficient value of 0.489. It can be concluded that the Team work variable (X2) is the dominant variable in this study because it has a greater beta value than the coefficient value of other variables. meaning that the variable is more influenced by the Team work variable (X2) which is positive and significant, this suggests that improved employee teamwork results in a significant boost in Employee Performance at Bank BRI KCP Unit Blimbing Malang.

Leadership on Employee Performance

Based on the research result, it has been determined that leadership has a significant influences on employee performance at Bank BRI KCP Unit Blimbing Malang. Leadership is defined as the manner or behavior of a leader which is utilized when interacting with employees and requires the courage to influence the achievement of the company's goals. Leadership is vital for a company because a supervisor must provide clear and courageous guidance to their subordinates without acting arbitrarily, and they must be able to be accountable for their actions. Therefore, leadership in a company is highly essential for achieving success. Employees who need guidance and direction from their superiors can actively participate in attaining the expected goals. This research aligns with previous studies conducted by Firdaus & Hakim (2020) which state that leadership significantly impacts employee performance.

Team work on Employee Performance

Based on the research results, it has been found that teamwork significantly influences employee performance at Bank BRI KCP Unit Blimbing Malang. Teamwork refers to the relationships among employees that facilitate ongoing interaction, and through such

teamwork, a company can enhance its performance and achieve its goals. In addition, the purpose of teamwork is to lighten individual workloads. When tasks are undertaken alone, they tend to take longer, whereas with teamwork, tasks are completed more swiftly. Teamwork also aims to identify the best solutions when issues arise within the company. This research is in line with previous studies conducted by Tailan et al., (2021).

4. Conclusions

The study's key findings are as follows: (1) The primary objective of this research was to explore the impact of Leadership and Teamwork on Employee Performance. (2) The study's population comprised employees of the BRI KCP UNIT BLIMBING MALANG bank, with a sample of 32 employees selected using a probability sampling method, specifically simple random sampling. (3) The outcomes of validity and reliability assessments indicate that all the items used as measurement tools for leadership, teamwork, and employee performance are both valid and reliable. (4) Notably, the results of the partial t-test reveal that Leadership (X1) and Teamwork (X2) independently have a substantial and statistically significant influence on employee performance.

The research offers valuable recommendations, including : (1) Bank BRI KCP Unit Blimbing Malang in order to improve the performance of its employees by maintaining and improving leadership and teamwork skills because it can provide effectiveness in work and for the progress of employees and companies in the future. (2) Furthermore, there's a strong case for providing training programs to bolster employee knowledge and skills, fostering continuous growth and development within the workforce

References :

- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). The impact of teamwork on an organization's performance: A cooperative game's approach. *Mathematics*, 8(10), 1804.
- Awuor, N. O., Weng, C., & Militar, R. (2022). Teamwork competency and satisfaction in online group project-based engineering course: The cross-level moderating effect of collective efficacy and flipped instruction. *Computers & Education*, 176, 104357.
- Berber, N., Slavić, A., & Aleksić, M. (2020). Relationship between perceived teamwork effectiveness and team performance in banking sector of Serbia. *Sustainability*, 12(20), 8753.
- Chauhan, R., Ali, H., & Munawar, N. A. (2019). Building performance service through transformational leadership analysis, work stress and work motivation (empirical CASE study in stationery distributor companies). *Dinasti International Journal of Education Management and Social Science*, 1(1), 87-107.

- Firdaus, M., & Hakim, L. (2020, October). Pengaruh Komunikasi Organisasi, Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan PT. Lautan Teduh Interniaga Bandar Lampung. In *Prosiding Seminar Nasional Darmajaya* (Vol. 1, pp. 115-121).
- Jasińska, M. (2019). Recognition and description of synergy conditions in team work in view of the grounded theory. *Entrepreneurship and Sustainability Issues*, 7(1), 375.
- Jung, K. B., Kang, S. W., & Choi, S. B. (2020). Empowering leadership, risk-taking behavior, and employees' commitment to organizational change: The mediated moderating role of task complexity. *Sustainability*, 12(6), 2340.
- Khajeh, E. H. Al. (2018). Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*, 1–10.
- Kaasinen, E., Anttila, A. H., Heikkilä, P., Laarni, J., Koskinen, H., & Väättänen, A. (2022). Smooth and resilient human-machine teamwork as an Industry 5.0 design challenge. *Sustainability*, 14(5), 2773.
- Mango, E. (2018). Rethinking Leadership Theories. *Open Journal of Leadership*, 7(1), 57–88.
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: motivation, leadership, environment, culture organization, work achievement, competence and compensation (A study of human resource management literature studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645-662.
- Sunyoto, D. 2013. *Manajemen Sumber Daya Manusia*. PT. Buku Seru
- Taouab, O., & Issor, Z. (2019). Firm Performance: Definition and Measurement Models. *European Scientific Journal ESJ*, 15(1), 93–106.
- Tailan, N., Widayani, A. A. D., & Utami, N. M. S. (2021). Pengaruh Gaya Kepemimpinan Transformasional, Kerjasama Tim, Dan Komunikasi Terhadap Kinerja Karyawan Warung Mina Cabang Renon. *Values*, 2(2).
- Wibowo. (2017). *Manajemen Kinerja*. Depok: PT. Raja Grafindo Persada.