
THE ROLE OF LEADERS IN INCREASING EMPLOYEE PERFORMANCE IN THE OFFICE OF URBAN VILLAGE (KELURAHAN) TUNGULWULUNG, MALANG

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Abstract: *Naturally, humans tend to gather and have an organization with other humans to achieve organizational goals. The success of an organization depends on the quality, character, and leadership style possessed by the leader who is involved in it. Therefore, knowing the overall and in-depth role of the leader in an organization is needed to measure the improvement of employee performance in it. Therefore, the researcher further examines the role of leaders in improving employee performance in the office of the urban village (kelurahan) Tunggulwulung, Malang, as one of the public service offices that have successfully experienced difficulties during the previous pandemic. Furthermore, this study aims to determine the role of leaders in driving the organization, determining the level of employee performance, and finding out how big the role of leaders is in improving employee performance. The research method used is a qualitative method that is descriptive and analytical. This research focuses on 17 employees in the office of the urban village Tunggulwulung, Lowokwaru sub-district, Malang. Based on the results of the analysis of researchers in the field, the role of leaders in improving employee performance is significant from the aspects of planning, organizing, executing work, and evaluating for improvement. Employees are seen providing continuous improvement, and excellent and professional services to the public inside and outside the office. The approach between organizational leaders is not limited to employees, but the community and other community organizations are also able to form synergies that support the rapid development of the organizations that the leader leads.*

INTRODUCTION

Humans are social creatures with the role of citizens of society, where in everyday life humans need each other, humans cannot live alone or meet their own needs.

Therefore, humans cannot be separated from their dependence on groups, communities, and organizations from the smallest scope including the family, social community, organizations (RT, RW, LPMK, or youth organizations), to the world of work. An organization is a structured, formal, and coordinated association system of a group of people who work together to achieve a certain goal (Hasibuan, 2015). Every organization or community in society must have a clear vision and mission. Therefore, success and failure in the process of achieving goals are very dependent on the leadership that the leader has in it. Leaders play a dominant role in ensuring the smooth running of various activities carried out within the organization, especially the performance of employees (Siagian, 2013). Leaders must have good management skills to realize good cooperation between employees in accordance with planning, organizing, directing, personnel, leadership, and supervision. In addition, leaders must also have adequate knowledge and experience so that they can provide solutions to problems faced by the organization, both from within and outside. A leader in an organization is required to act as a motivator who is able to remain calm and objective in overcoming problems that occur. Good motivation can act as a driving force for members and the organization to be able to mobilize all their expertise and skills in carrying out their responsibilities and obligations.

The essence of leadership is the behavior of someone who is able to mobilize group activities in order to achieve common goals and objectives. This condition can be done if the leader can mobilize institutional, political, psychological, and other resources to arouse and fulfill the motivation of his subordinates. The roles that should be carried out by leaders include an active role by contributing to an organization, a participatory role that is carried out according to needs in the field, and a passive role by only acting as a symbol under certain conditions. Achievement of goals in an organization can only be realized if the leader has a leadership style that suits his subordinates in the organization.

Public service offices are the focus of writing this article. Public service offices are included in the social organization criteria discussed earlier which require employees with qualified knowledge and skills. Public service is an activity or series of activities to fulfill service requirements according to law for each citizen and resident for services and/or administrative services carried out by public service providers (Nurchotimah, 2021). Therefore, leaders and members of public service organizations are expected to be flexible in following the direction of organizational development. In addition, leaders and members within them should have a high level of innovation and creativity to ensure service quality, work ethic, and a sense of comfort for anyone associated with the organization, especially stakeholders. Therefore, a leader is divided into three main stages including acting as completeness in a position, as a personal characteristic, and as a model of behavior. In practice, leaders have different behaviors in leading their subordinates which are referred to as leadership styles. According to (Sutrisman, 2019), there are five leadership styles that are commonly applied, namely the autocratic type, the paternalistic type, the charismatic type, the laissez-faire type, and the democratic type.

Leadership style is a pattern of behavior of a leader characterizing a distinctive style or way of influencing his subordinates to combine organizational interests in an

effort to achieve a goal. Vanjery (2016) mentions several indicators that can be used as material for observing a person's leadership style, namely (1) an atmosphere of mutual trust between leaders and employees that can create an atmosphere of mutual trust; (2) how leaders appreciate ideas from subordinates to motivate the emergence of various other positive ideas; (3) the feelings of subordinates towards the behavior of an organizational leader; (4) the leadership's attention to the atmosphere of the work environment; (5) the leader's concern for the welfare of the subordinates; (6) factors of job satisfaction felt by subordinates in completing tasks; and (7) recognition of the status of subordinates in a professional manner.

The performance of employees greatly influences the good and bad performance of the organization based on the responsibilities and authorities of each employee in achieving organizational goals legally, and in accordance with applicable laws and organizational norms and ethics. Mangkunegara (2013) defines performance (achievement) as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Hernawati (2021) provides a definition of performance as a result achieved by employees in completing their work tasks effectively and efficiently. Based on the opinion of previous experts, employee performance can be interpreted as a work result that can be achieved by an employee or group of employees in an effort to achieve organizational goals which are carried out based on their duties and responsibilities effectively and efficiently with a background of ability, motivation, and opportunity.

Based on the previous discussion, the Tunggulwulung urban village is one of the institutions that can innovate in providing services to the community, especially during the current Covid-19 pandemic. One way to improve the quality of public services can be achieved by creating innovation/creativity in providing public services in accordance with Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 7 Tahun 2021. In its implementation, the figure of a leader (lurah) in the Tunggulwulung urban village acts as a unifying citizen and an example who no longer defends the left or right, but still stands firmly in the center and continues to adhere to the applicable laws and regulations to remain neutral. As a public service-oriented organization, the Tunggulwulung urban village always strives to provide fast and accurate services. These services will be realized if the organization is truly healthy and adequate in terms of facilities/infrastructure as well as highly dedicated and mutually supportive human resources. Employees must have good and compact performance so that work can be completed properly. Yulihapsari and Siswat (2021) defines an ideal public service as a public service that is carried out based on service standards; service announcements, carried out monitoring as well as evaluation externally and internally; as well as improving service management periodically and continuously in order to provide satisfaction to the community as users. Based on experience working in the government of the city of Malang, the authors are interested in researching the role of leaders in improving employee performance in the Tunggulwulung urban village, Malang.

Over the past few years, there have been many studies addressing topics similar to

the focus of this research. Mariam (2009) conducted research on the influence of leadership style and organizational culture on employee performance with the result that leadership style and organizational culture have a positive effect on job satisfaction, while leadership style, organizational culture, and job satisfaction have a significant effect on employee performance. However, Mariam's research (2009) focuses more on employee approaches, not focusing on leaders as in this study. In addition, Mulyono (2018) conducted research on character-based leadership in improving the quality of higher education management with the result that the character of the leader greatly influences the direction of the organization. However, the authors of this study will expand the approach with a personal approach and the availability of organizational resources. In addition, Sasmito (2016) has conducted research on the effect of leadership style and work environment on the work motivation of civil servants at BKD Tambahw Regency with the result that leadership style and work environment conditions have a positive effect on work motivation. However, this research will take into account the conditions of the work environment which are influenced by customs. From several previous studies, this research will more fully discuss the overall role of leaders in improving employee performance, especially in different research locations, namely the Tunggulwulung urban village as a public service organization.

METHOD

Researchers used qualitative methods in this study because this method was able to define most of the social situations and conditions in the research environment, behavior, individual and organizational motivation, the emotions of the objects studied, and describe the factual conditions being faced. Sugiarto (2017) divides the stages of qualitative research into three stages including the description or orientation stage, the focus or reduction stage, and the selection stage. At these stages, the data used in qualitative research is in the form of words, sentences, schemes, and pictures. This research was conducted at the office of the urban village Tunggulwulung, Lowokwaru, Malang, which is located at Jalan Arumba Number 06 Malang. Tunggulwulung is one of the urban villages that has just joined the Malang city government because previously it was still in the status of Tunggulwulung Village, Karangploso District, Malang. Research activities are carried out from September to November 2021 according to working hours from Monday to Friday from 08.00 WIB to 16.00 WIB. These working hours are normative working hours for all state civil apparatuses within the Malang city government, but for a leader (lurah) sometimes these working hours do not apply. This is because the arrival of complaints from the sub-district, and incidents in the office of urban village area always occur at any time. Indirectly, a leader's (lurah's) working hours are 1 x 24 hours a day non-stop, this makes the leader closer emotionally to the community. The application of this research focuses on finding a suitable and appropriate leader model for improving employee performance in the office of the urban village Tunggulwulung, Malang. The population to be examined in this study were all employees in the office of the urban village Tunggulwulung, Lowokwaru, Malang, totaling 17 people. This number is determined to maintain closeness between the researcher and the research sample so

that the background can be known more optimally through the purposive sampling method. In this study, data collection was carried out through in-depth interviews, observations, focus group discussions, document analysis, and triangulation methods.

FINDINGS AND DISCUSSION

Findings

Overall, the research results can be presented in the fishbone diagram as follows.

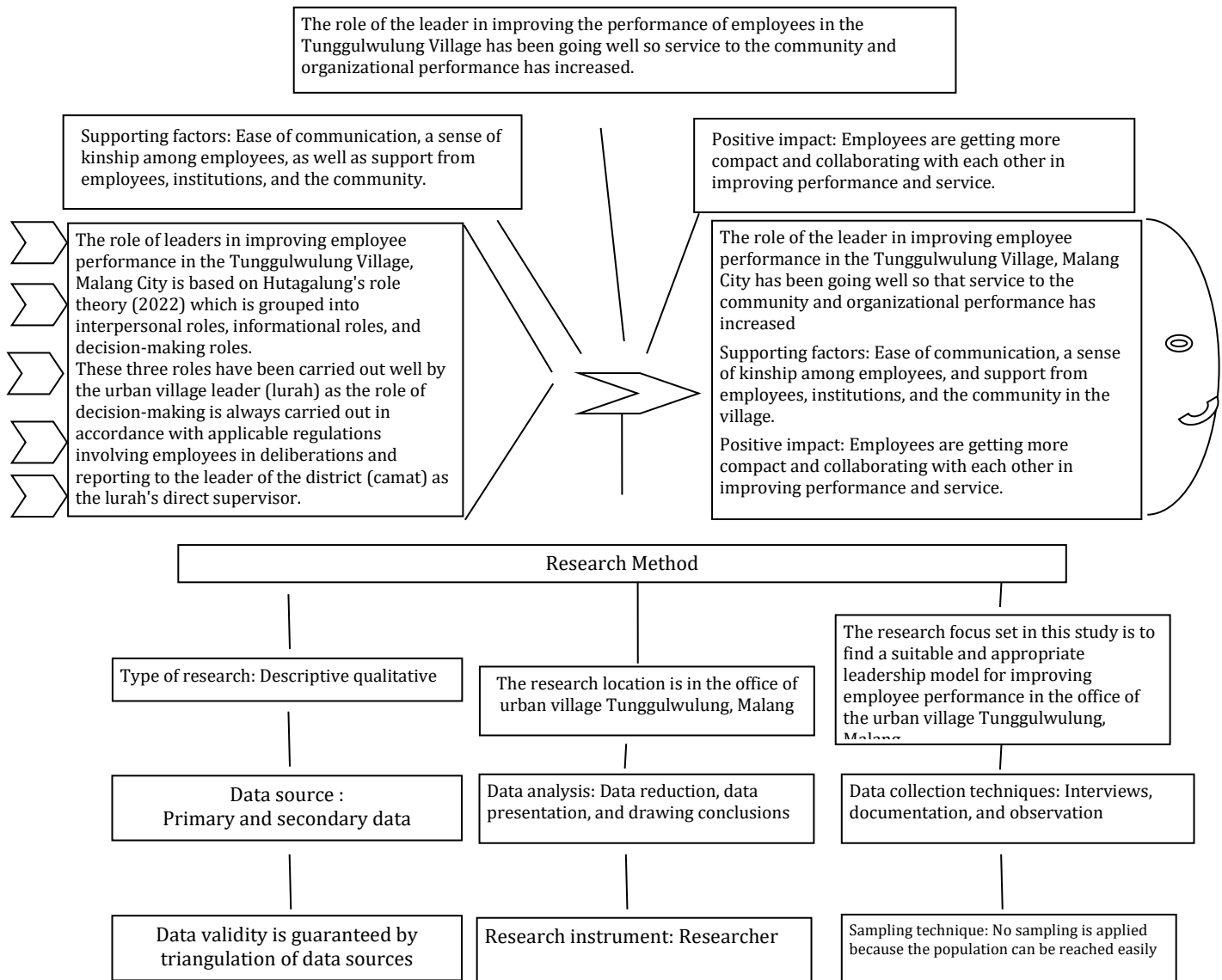


Figure 1. Fishbone diagram of the findings

Source: Data analysis, 2022

Discussion

The role of leaders in improving employee performance in the Office of Tunggulwulung Urban Village, Malang

There are three main roles in a leader of an organization, namely interpersonal,

informational, and decisional roles (Hutagalung, 2022).

- 1) The interpersonal role is the role of a leader as a head figure and liaison. Based on the results of this study, the leader of the urban village office (lurah) has an interpersonal role as the leader of the office for urban village organization to carry out basic tasks and daily functions, namely providing the best possible service to the community. The interpersonal role of a leader must be able to set an example at work, motivate employees, and be able to improve the performance of all employees. Apart from that, community empowerment in the Tunggulwulung urban village also depends heavily on the interpersonal role of the leader of the urban village office (lurah) figure in terms of how to encourage the interest and enthusiasm of its citizens to make them more empowered. The interpersonal role should choose a basis that is relevant to the regulations and the current situation, especially the role of financial administration.
- 2) Informational roles consist of roles for monitoring, information disseminators, and spokespersons. The informational role is the most recent source of information updates. Based on the results of this study, the informational role is carried out by the urban village leader (lurah) to all apparatus and layers of society in his area. The urban village leader (lurah) is tasked with gathering information from higher leadership to be forwarded to his staff. After delivering the information, the urban village leader (lurah) also gave explanations and examples of implementation in daily work. In this process, mutually supportive interactions occur in service activities to the community with the urban village leader (lurah) as the spokesperson and disseminator of information, especially regarding the basis of the latest regulations.
- 3) The decision-making role is classified into several roles as entrepreneur, resource distributor, disturbance controller, and negotiator (Hutagalung, 2022). The decision-making role is carried out carefully and thoroughly based on the applicable regulations. Before making a decision, the urban village leader (lurah) always coordinates with the direct supervisor, namely the leader of the district (camat). If the impact of a decision is small-scale, the urban village leader (lurah) only consults with the ranks under him, then it is discussed and anticipated together. After making a decision, the urban village leader (lurah) and all employees will carry out it carefully and with full responsibility for the progress of the Tunggulwulung urban village.

Supporting and inhibiting factors for the role of the leader in improving employee performance in the Tunggulwulung Village, Malang City

The implementation of the leader's role in improving employee performance in the Tunggulwulung urban village is influenced by several supporting and inhibiting factors. Supporting factors are things that can support the implementation of the role of a leader in improving employee performance in the Tunggulwulung urban village, Malang. The inhibiting factors are things that can hinder the role of leaders in improving employee

performance in the office of the urban village Tunggulwulung, Malang.

Based on the research results, the supporting factors of the leader's role were found namely

- 1) smooth coordination;
- 2) togetherness and cohesiveness; as well as
- 3) support from employees and the community.

As for the inhibiting factors of the leader's role obtained from the research results namely

- 1) a sense of dependence on friends;
- 2) the fading sense of togetherness (egoism); as well as
- 3) lack of availability of facilities and infrastructure.

The positive and negative impacts of the role of the leader in improving employee performance in the office of Tunggulwulung urban village, Malang

The impact can be interpreted as an influence or effect on every decision taken by someone in terms of positive or negative. The positive impact certainly brings progress and success in running the organization, while the negative impact brings an unfavorable influence on the organization.

Based on the research results, the positive impacts of the leader's role were found namely

- 1) work feels light and easy to coordinate;
- 2) can provide firmness in service; as well as
- 3) feel a sense of belonging and protection.

The negative impacts of the leader's role are obtained from the research results, namely

- 1) there are demands for changes in organizational performance;
- 2) there is a gap between employees; as well as
- 3) employees can feel arrogant.

Conclusion

Based on the results and discussion of this study, the role of the leader in improving employee performance in the Tunggulwulung Village, Malang City has been going well so that service to the community and organizational performance has also increased and gotten better. The supporting factors for the leader's role in improving employee performance in the Tunggulwulung Village, Malang City are the ease of communication, a sense of kinship among employees, as well as the support from employees, institutions and the community in the Tunggulwulung Village. In addition, the inhibiting factors in it are the lack of availability of facilities and infrastructure in carrying out tasks and the existence of a sense of interdependence among employees. The positive

impact of the leader's role in improving employee performance in the Tunggulwulung Village, Malang City is that employees are increasingly cohesive, cooperate with each other, help carry out work, increase performance, and improve service, while the negative impact is that people demand more from the services provided. Based on the conclusions of this study, the Tunggulwulung village head of Malang City as the leader of the organization is expected to be able to maintain or even improve his leadership model so that employee performance is always motivated to be better. For all employees in the Tunggulwulung Sub-District, Malang City, the researchers suggest strengthening the sense of togetherness and kinship because the challenges to service demands by the community will increase.

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