

49. HRM001**ABSTRACT****The Role of Human Resource Management Toward Building Leadership in The Organization to Improve Employee Performance**

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This research focuses on developing soft leadership skills for employees, to assist in achieving corporate objectives. An organization is a place for people to come together and collaborate to accomplish a shared objective. In the organization, of course, there needs to be a hierarchy of leaders and subordinates. Therefore, it is necessary to have quality human resources to become leaders and subordinates. Human Resources Management focuses on improving soft skills leadership for employees to improve performance and the formation of organizational culture within the company. HR management is an activity that must be carried out by every organization that produces loyal and quality human resources. Leadership training for employees as a personality has motivations that may differ from those of group members, both in realizing the desire to join and unite in a group and in carrying out tasks that are each member's obligations and responsibilities. In an organization, every leader is a central person who has a very big influence on their employees, which can be seen in their attitudes and behavior when carrying out their duties and responsibilities. If the management processes within an organization, such as planning, organizing, motivating, and controlling, are effective and the necessary auxiliary components are there, the organization can work efficiently. Human resources are one of the most crucial components that might aid in the operation of an organization (employees). A company's success is significantly influenced by its human resources. To be able to influence their deputies and help them reach the intended organizational goals, a leader in a section or division needs to possess qualities like integrity, loyalty, and community. This study uses a qualitative research method with the ADDIE model (Analysis, Design, Develop, Implementation & Evaluation). This model consists of 5 phases, namely analysis, design, implementation development and ends with evaluation (Branch, 2009).

Keywords: Leadership, Organization, Employee

INTRODUCTION

Leadership or better known as leadership is a process of social importance which exerts influence in finding ways or strategies which involves all subordinates (followers and subordinates) and a leader can be interpreted as a leader can be defined as someone who

delegates or impacts each other and acts according to specific goals, because presently organizations need a leader who directs to the effectiveness of the organization and knows about the complexity and rapid changes of the environment (T.S, Nanjundeswaras wamy and D.R Swami, 2014:57). Leadership is a kind of strength which can be interpreted as someone who has an ability to influence or change a value, belief, behavior and personality of others (Hao, Moo Jun and Yazdanifard, 2015), a leader who has strength in leadership patterns will be an example or a good role model (role model) towards virgins, because a leader who has the ability to achieve a goal in an effective way, will receive the best result from its achievements, and will receive recognition from subordinates or or from employees. More than that (Visser, 2013).

The process of activities of an organization will inevitably encounter obstacles and challenges in achieving its goals. One of them is efforts to improve human resources in a company or organization. Many have experienced setbacks and even failures in achieving the vision of the organization just because of the problem of increasing the competence of human resources. The pattern of relationships that occur between superiors and subordinates can cause employees to feel happy or unhappy working in the organization or company, for this reason, in the organization, human resource management planning is always carried out to place the right employees for the appropriate position. One of the purposes of human resource management in the organizational management function is to concern the issue of leadership. A person who is appointed as a leader or who is recognized by members as a person who deserves to lead them, he is the one who performs the functions of the organization.

The way and pattern of behavior of the leader is interpreted by subordinates who cooperate with him as a leadership style. Leadership is the ability to influence members or groups to be willing to carry out activitiesemi to achieve a goal. A leader in the organization must be able to create harmonious integration with his subordinates as well as in fostering cooperation, leading and encouraging the passion of the work of subordinates so as to establish optimistic motivation that will cause maximum intentions and efforts, also supported by organizational facilities to achieve organizational targets. Where a leader as part of management plays an important role in affecting and providing attitudes and behaviors and groups, thus constructing the leadership style that the leader applies. It can be ascertained that the behavior of a leader is an influence that will cause its own understanding that will affect the psychological situation of subordinates, there are subordinates who see, observe and imitate the behavior of the leader displayed by the superior is perceived as something that is expected to have a better impact on employee performance, on the contrary if leadership behavior displayed by superiors as something that does not match their expectations will have a bad effect on employee performance.

As a result, one of the aspects that must be taken into account in order to increase the achievement of these employees is the leadership style used by corporate leaders, specifically how this style can help leaders' laborers execute better. Because leadership style is one of the key factors that will influence organizational success, it is crucial for the company itself to have knowledge of this leadership style. Enhancing employee performance will help the business advance and thrive in a volatile financial climate. Because the success of accomplishing goals and the constant existence of the firm depend on the quality of the performance of the human resources in it, attempts to increase employee performance are therefore the most important management issues. The organization places a great value on strong employee performance. The more high-performing individuals a firm has, the more

productive it will become overall, enabling it to compete successfully on a worldwide scale. The ability to perform tasks effectively and efficiently is a requirement for employees. Based on the aforementioned context, employee success can be assessed through consumer happiness, a decrease in complaints, and the achievement of ideal aims, it can be concluded that leadership style is a very significant and crucial factor in its application for the company, and the purpose of this study is to see the extent of the importance of leadership style on improving employee performance.

In relation to employee performance in a company, the leadership characteristic plays an important role because the leader is the one who will move and direct the organization / corporation in attaining goals and at the same time is not an easy task. It is not easy, because you have to understand the different behavior of deputies. Deputies are influenced in such a way that they can provide their dedication and participation to the organization / corporation effectively and efficiently. In other words, the success or failure of the effort to achieve the goals of the organization is determined by the qualities of its leader. There are numerous understandings of leadership given by professionals. However, at its core leadership is a process of one's activities to move others by leading, counseling, impacting others, to do something to achieve expected results. Given that what is moved is not an inanimate object, but a human being who has feelings and reason, as well as a variety of types and properties, then leadership issues cannot be viewed easily. The will of a leader to accomplish a means to achieve the goal. This means that deputies in addressing their needs depend on the skills and will of the leader.

In the business world, the application of a person's leadership style will be able to influence the behaviors and manners of his deputies (worker / workers) in doing their job. Leadership in an organization arises due to the interaction between three important elements, namely managers, employees, and certain situations or conditions of the work environment. Each leader has a different manner which is called a leadership method by employees. Leadership style is basically a way how a leader impacts, directs, motivates and controls his subordinates in certain ways, so that subordinates can complete the tasks of his work effectively and efficiently. According to Likers, leaders are prosperous if they are participatory management. This style establishes that the success of the leader is if it is oriented towards subordinates, and is based on communication. In addition, all parties in the organization, subordinates and leaders apply a supportive relationship or relationship system. Whatever leadership technique is applied in an organization, personal communication, namely managers and subordinates (employees) must be maintained properly.

The Importance of the Role of Human Resources Management in Developing Leadership in Organizations

This study uses a qualitative research method with the ADDIE model (Analysis, Design, Develop, Implementation & Evaluation). This model consists of 5 phases, namely analysis, design, implementation development and ends with evaluation (Branch, 2009). There are various literatures sources used to analyze the importance of the role of HR in building, developing and monitoring the leadership spirit in an organization to match the vision and mission of the organization.

1.1. Leadership

Leadership Kreitner and Kinicki (2005) demonstrated that leadership or supervision is defined as a procedure of social influence in which the leader seeks the voluntary participation of deputies in an effort to achieve the goals of the organization. Then

leadership is a process by which a person influences others to become deputies in achieving mutual goals.

1.2. Leadership Style

Kartono (2020) explained that "leadership technique is the event of laboring and functioning leaders in tutoring their deputies to do something about their goals". So leadership technique is the trait and behavior of the leader that is applied to his deputies to guide his/her deputies in carrying out job.

1.3. Types of Leadership Styles

This hypothesis developed by Robert House as quoted by Wirjana and Supardo (2005), indicates that a leader uses a leadership technique that depends on the situation:

- a. Directive Leadership
The leader gives specific guidance to the organization and establishes the underlying regulations.
- b. Supportive Leadership
There is a good relationship between the leader and the organization and shows sensitivity to the needs of members.
- c. Participatory Leadership
The leader makes decisions based on consultation with the organization, and sharing information with the group.
- d. Achievement Orientation Leadership
Leaders expose members to challenging goals, and encourage high performance, while demonstrating confidence in the organization's capabilities.

1.4. Employee Performance

Every institution's strength is its people, so the achievements of an institution are inextricably linked to the accomplishments of each and every person who labors there. The work of a particular employee or employees is essentially what determines how well they perform. employee during a certain period compared to various possibilities, for example, target, criteria, purposes, or standards which has been determined in improvement and has been mutually agreed upon. In essence, accomplishment is the outcome of work accomplished by a person in carrying out his duties in accordance with the standards or criteria set for the work. Performance is one of the total collections of work that exists in workers for the tasks given. Performance is a function of motivation and potential. To finalize a task or work, a person must have a degree of willingness and a level of ability. Performance refers to the level of success in accomplishing tasks as well as the capacity to achieve the goals that have been set. If the goal can be achieved well, then the performance is declared reasonable and successful. Performance is also expressed as the integrity and abundance of the achievement of tasks, whether performed by individuals, groups or companies. To complete a task or work, a person must have a certain level of willingness and level of proficiency.

Notoatmodjo and Soekidjo (1992) explain that a good performance appraisal must be able to accurately describe what is measured. In order for the assessment to achieve this goal, there are 2 things that need to be considered, namely:

- a. The appraisal must have a connection with the job-related, meaning that the examination system actually assesses the behavior or work that supports the activities of the

organization where the laborer works.

- b. There are achievement criteria. The implementation standard is a measure that is used to assess the performance, in order for the assessment to be effective, the assessment standard should be related to the results that each wished jobs. Thus, work implementation standards become a kind of performance tool, a good measuring instrument must meet at least two criteria, namely reliability and validity. An instrument with high validity if the tool measures what should be measured, while a tool with high reliability if the measuring instrument has consistent results.

1.5 Human Resources Management (HRM)

The management of an organization's most valuable asset, the employees who individually and collectively contribute to the fulfillment of its goals, is referred to as human resource management. Storey (1989) believes that Human Resources Management can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. He suggests four aspects that constitute the meaningful version of HRM:

- a. particular constellation of beliefs and assumptions;
- b. strategic thrust informing decisions about people management;
- c. the central involvement of line managers; and
- d. reliance upon a set of 'levers' to shape the employment relationship.

LITERATURE REVIEW

In operating an organization, it requires a lot of resources, such as people, machines and materials. The human resources of the organization are employees or employees. Humans are the most important resources because they have the talents, energy, and creativity that are indispensable for the organization to achieve organizational goals. In today's era where technology and civilization are very advanced, demand competent human resources and have high enthusiasm and discipline in carrying out roles and its functions both individually and organizationally. The absolute work result (performance) is what every organization expects. Performance issues are an important issue. Therefore, additional efforts are needed to disseminate it. According to Anwar Prabu, in order to produce a productive performance program, a broad view is needed that puts the human element as the central point. Here the role of the manager becomes decisive as the main prerequisite for the success of employee performance efforts, namely support and commitment to these efforts consistently.

Improving employee performance is a very fundamental thing to achieve maximum results for the company and to provide satisfaction to consumers or customers. The definition of performance according to Anwar Prabu is 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. Performance is perceived as a person's behavior in setting work goals, achieving work goal targets, working ways and personal traits of a person. Human resources as actors who play an active role in moving the organization in achieving its goals. The achievement of organizational goals is possible only due to the efforts of the actors contained in the organization, to perform well. Individual performance with corporate performance is closely related. In other words, if the employee's performance is good, it is very likely that the organization's performance is also good. According to Sedarmayanti as quoted by Hari Sulaksono, there are several factors that affect performance, including:

- a. Mental attitude (work motivation, labor discipline, work ethic). The mental attitude that an employee has will have an influence on his performance. Mental attitudes

- that can affect employee performance are work motivation, work discipline, and work ethics that an employee has.
- b. Education. The education of an employee affects the employee's performance / the higher the employee's education, the higher the probability of performance.
 - c. Skills. Employees who have skills will perform better than employees who do not have skills.
 - d. Leadership. The leadership of the manager exerts an influence on the performance of his employees. Managers who have good leadership will be able to improve the performance of their subordinates.
 - e. Income level. The level of employee income affects employee performance. Employees will be motivated to improve their performance if they have the appropriate income.
 - f. Discipline. Conducive and comfortable discipline will be able to improve employee performance.
 - g. Communication. Employees and managers must be happy to create harmonious and good communication, it will make it easier to carry out company tasks.
 - h. Facilities and infrastructure. The company must provide facilities or facilities and infrastructure that can support employee performance.
 - i. A chance to excel. The existence of outstanding opportunities in the company can provide motivation for employees to always improve performance.

METHOD, DATA, AND ANALYSIS

The type of research used uses a qualitative descriptive approach method, which means to describe a certain event or behavior that exists in a certain time, that is, it only describes the state of the object or event without a generally accepted intention of drawing conclusions. The data will be presented in the form of a narrative, in this case related to the development of human resources through "leadership styles to improve employee performance" through increasing leadership soft skills.

1. The role of HR in improving the spirit of leadership in the organization

HR professionals expect the need for employee leadership skills development programs to continue to increase and become a challenge in the next ten years. Changes in the external environment, such as the crisis caused by the pandemic, have made the business world change rapidly and demand increasingly complex leadership skills. Leadership is increasingly instrumental in supporting business success and achieving organizational goals. A leader plays a central role in the development of the organization's strategy and inspires each member to work on realizing the vision of the organization. Good leadership is also the key to maintaining business sustainability in the future. Therefore, it is very important for companies to invest in workforce leadership development programs as one of the strategic steps to prepare for the future business. Here the role of HR and company leaders is to design leadership development strategies for employees across all divisions, including in the HR ranks themselves.

The following are the main roles of HR in employee leadership ability improvement programs:

- a) Formulate the right program

HR together with organizational leaders are responsible for compiling employee leadership skill development programs. HR not only looks at the needs of the organization today, but also needs to predict the needs in the next five to ten years. HR also needs to identify specific company needs, necessary leadership skills, employee leadership ability gaps between divisions, and determine the most appropriate program. In this case, there must be a clear relationship between the strategy and the objectives of the leadership development initiative.

b) Assessing the effectiveness of the program

HR can monitor, collect data, and assess leadership development programs throughout the process for up to several months thereafter, using metrics as a measure of success. This assessment is useful to find out the extent of the effectiveness of the program: whether it is beneficial for participants, whether the employee mastered the skills and competencies needed, and whether the employee will implement leadership behavior in his current position.

c) Measuring ROI

ROI is a comparison between financial gains or results obtained divided by investment costs incurred for leadership programs. The greater the ROI means the greater the return on investment and the HR-designed programs have a positive impact financially. ROI does not always describe the company's profit, but it can also be a loss if the investment for the program issued is too large compared to the profit obtained by the company.

d) Evaluating leadership development strategies

HR is also responsible for evaluating leadership development strategies in the company. Therefore, it is important to identify those parts that are not working effectively, look for the cause, and find a solution. HR generally uses feedback from employees, and will probably find it effective for one person and at the same time less effective for another.

2. The Role of HR in Factors to Consider in Formulating a Leadership Development Strategy in the Company

role of HR is increasingly important in formulating leadership skills development strategies in line with the organization's need for future leadership. Company leaders also want to see stronger leadership qualities among the HR ranks themselves. Many factors need to be considered in formulating a leadership development strategy in the company, including:

- Commitment of the management team. Leadership development can suck up time and cost, so it wouldn't be possible to succeed without the support of top management within the organization.
- Alignment between HR and business strategy. Leadership development programs should be designed to support the company's strategy as well as make an effective impact on individuals and organizations.
- Financial resources and sustainability. Leadership development requires financial and managerial resources over a long period.
- The current gap is in terms of talent development ability.
- The relationship between performance management and leadership development.
- The relationship between succession planning and leadership development.
- Another internal environmental factor. For example, what stage is the organization currently at in its life cycle and how does each stage affect the type of leadership needed?
- External environmental factors. Understand how competitors handle leadership development and organizational learning.

- Use of metrics for effectiveness measurement.

RESULT AND DISCUSSION

Human Resources Management (HRM) has an increasingly important role in formulating leadership skills development strategies in line with the organization's need for future leadership. Company leaders also wish to see more assertive leadership traits among the HR levels. This aims to increase sensitivity to the organizational situation, motivate the work team to achieve the vision and mission of the organization. Leadership in an organization becomes an important thing that can provide clear and structured direction that brings growth from members of the organization. Therefore, leadership is something that is built and fostered among employees, especially at the supervisor and manager level.

Yukl (2013) defined leadership as the process of facilitating individual and collective efforts to understand and influence the people to realize what is to be done and how and to realize the shared objectives. The points regarding leadership above that are important are built by the HR department among the company's employees. Communication skills, competence to be able to facilitate individuals and collective groups in their efforts to understand and influence others what to do, how and why it is important. According to Sanmez (2020) The second critical step is to design communication technologies in order to develop and implement the best communication plan that can be fully utilized after creating a trustworthy organizational culture and working environment for the information organization.. The information sharing strategy's encouragement of team members to join and express their thoughts is one element that cannot be overlooked. Every team member should be knowledgeable. The communication and sharing process has higher integrity the more input there is. Developing organizational adaptation, employee attitudes of leaders, and other psychological empowerment aspects provide the foundation for improving leadership effectiveness. In this approach, performance in the organization benefits from information sharing practices. The results of interviews and analysis through qualitative methods, show responses about the importance of the human resource department within the company to build these competencies and leadership abilities among employees. This is important for the company's growth in the long term in the future.

CONCLUSION

Employee management carried out by HR is an important activity in a company organization. In order to manage employees well, the role of a leader is needed to control the course of a company. Leaders cannot just use the leader's way at will but must be able to think about and apply the right leadership style for all employees. Indeed, being a leader is not an easy matter. But a leader must be able to have the desire to know new things, be able to see and get new insights, must be able to involve participants in a team, and others.

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