

ANALYSIS OF THE ROLE OF LEADER IN IMPROVING EMPLOYEE PERFORMANCE AT CAFE SAMERUF IN TANGERANG REGENCY

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Abstract

One of the most important factors in motivating employees, guiding them to achieve company goals, and creating a conducive work environment is the role of the leader. Qualified leaders can have a significant influence on improving employee performance. However, companies usually have unavoidable employee performance issues that can hinder the growth of an organization or company. Therefore, this study aims to analyze the role of leaders in improving employee performance at Cafe Sameruf in Tangerang Regency. There were three informants in this study, namely one cafe owner and two employees. This study used a qualitative descriptive method with data collection techniques through observation, direct interviews, and documentation. The results of the study show that leaders at Cafe Sameruf act as motivators, guides, communicators, and supervisors. Through daily motivation, rewards and punishments, guidance in accordance with SOPs, familial communication, and direct supervision and team leaders, leaders are able to increase employee morale and responsibility. Employees respond positively to this leadership style. In conclusion, active and communicative leadership plays an important role in improving employee performance.

Keywords: Leader, Leadership, Role of Leaders, Employee Performance

Introduction

Human resources (HR) are the only type of resource that possesses character (ratio, feelings, and intentions), energy, motivation, knowledge, desires, emotions, and intellectuality. All of these HR capabilities can influence an organization or company's efforts to achieve its goals. Even though technology is developing rapidly, information continues to advance, materials are readily available, and capital is available, achieving organizational or company goals will be difficult without adequate HR (Surajiyo, Nasruddin, & Paleni, 2020). Werther and Davis, according to Sutrisno, state that HR is "employees who are qualified, ready, and responsive to achieve organizational goals" (Surajiyo, Nasruddin, & Paleni, 2020). Therefore, organizations or companies need to manage their human resources. Human resource management is an important aspect that can determine the success of an organization in achieving excellence and improving performance (Nwokolo, 2024)(Permata et al., 2025). This management can be carried out through good leadership to improve employee

performance. Employee performance is an important factor in determining the success of a company. For example, good employee performance can increase productivity, quality, and work efficiency (Risyah, Ilmi & Citra, 2024). Employee performance is the result of individual efforts that reflect their contributions to the organization. This performance is influenced by various factors such as motivation, work environment, and leadership (Robbins & Judge, 2017)(Muzakky, 2025). In this case, a leader does not only give orders, but must also be able to create a clear vision, build good communication between superiors and subordinates, and set an example (Baskoro, et al., 2025). Good leadership can create an efficient, harmonious, and ethical work environment. A leader must possess characteristics such as integrity, responsibility, empathy, good communication skills, decision-making skills, and sensitivity to environmental changes (Baskoro, et al., 2025). Research by (Ithri & Cahyono, 2018) shows that leadership style has a significant impact on employee performance at PT Bank Pembangunan Daerah Jawa Timur Tbk (Bank Jatim Syariah) Surabaya Branch Office. In practice, small business leaders often encounter challenges in terms of leadership and the appropriate way to treat employees, so researchers conducted interviews with leaders and employees at Cafe Semeru in Tangerang Regency. According to the leaders, they have carried out their roles as motivators, directors, supervisors, and communicators to improve employee performance, but employees have different views about the role of their leaders. Due to the differences in views regarding the role of leaders between leaders and employees, the researchers conducted a study on "Analysis of the Role of Leaders in Improving Employee Performance."

Theoretical Framework

According to Hasibuan (Armadita & Sitohang, 2021), a leader is someone who uses their leadership authority to direct and encourage others or employees and is responsible for their work in achieving a goal. A leader, according to Bass & Bass (Andreansyah & Muttaqien, 2025) is someone who has the capacity to change the views and behavior of others, either through good example, clear communication, or by providing motivation that inspires enthusiasm. Leadership is defined as a strength or ability within a person to lead and influence others in their work, with the aim of achieving predetermined goals. According to Robbins (Andreansyah & Muttaqien, 2025), leadership is not only related to the ability to give directions, but also to building mutually beneficial relationships between leaders and followers. According to Kartono in (Putra, 2019) leadership is the generalization of the art of leadership behavior and leadership concepts, highlighting the historical background, the causes of leadership, the requirements to become a leader, the main characteristics of a leader, their main duties and functions, and the ethics of the leadership profession. Performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets/goals, or criteria that have been predetermined and agreed upon (Rivai, 2020). Simply put, (Afandi, 2020) states that performance is the actual behavior displayed by each person as work achievements produced by employees in accordance with their roles in the company (Rizki Amalia

Putri et al., 2023). According to Mangkunegara (Yunus, 2023), employee performance indicators are: 1) Work quality is how well an employee does what they are supposed to do; 2) Work quantity is how long an employee works in a day. This work quantity can be seen from the speed of work of each employee; 3) Task implementation is how far an employee is able to do their job accurately or without errors; 4) Responsibility for work is the awareness of an employee's obligation to carry out the work assigned by the company.

Method

This research method uses a qualitative method. According to Effendy, AA (Effendy, et. al. 2025) "Qualitative research is intended to gain a deep understanding of the situation at hand. The data collection technique we used was through primary data. Data Collection Methods in Effendy, et. al. (2025). "Collecting data at the research location by conducting observations, interviews, and documentation by determining the data collection strategy that is considered appropriate and to determine the focus and depth of data in the next data collection process". Data analysis was carried out in three stages, namely data reduction, data presentation, and conclusion drawing or verification in accordance with the Miles & Huberman model (Sugiyono, 2016) (Muzakky, 2025). To ensure data validity, this study used source triangulation techniques, namely comparing the results of interviews between leaders and employees. This research was conducted at Cafe Sameruf on September 27, 2025, located at Gading Serpong, Pisa Grande II Block G No. 8, 2nd Floor, Pagedangan, Curug Sangereng, Kelapa Dua, Tangerang Regency, Banten.

Results and Discussion

What are the roles of leaders in improving employee performance?

Table 1. Interview Transcript

Informant	Informant's Response
Leader	As a motivator by encouraging employees, as a leader by providing direct guidance to all employees, as a communicator by communicating informally, and as a supervisor by monitoring all activities and forming a team of leaders.
Employee 1	As a motivator, leaders motivate employees, and as a director, leaders direct employees to work according to their abilities.
Employee 2	As a motivator, leaders provide encouraging words to employees, as a director, leaders provide guidance on working according to SOPs, and as a

	communicator, leaders communicate casually and accept criticism and suggestions.
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The role of leaders in improving employee performance according to leader

1. As a motivator, I always motivate employees every day with encouraging words. I also give rewards and punishments. If sales are high, I give cash bonuses to all employees. Punishments are given if employees arrive late to work in the form of salary deductions.
2. As a communicator, I engage in informal communication with employees through casual, family-like conversations. I consider my employees to be my own family, so these conversations are not only about work but also about topics outside of work.
3. As a supervisor, I often visit Cafe Sameruf to monitor all activities, such as customer service and employee performance. In addition, I have also formed a team of leaders to make the supervision process more effective and coordinated. The team leaders are responsible for monitoring employee discipline, punctuality, and work quality, so that any problems that arise can be dealt with quickly.
4. As a supervisor, I often visit Cafe Sameruf to monitor all activities, such as customer service and employee performance. In addition, I have also formed a team of leaders to make the supervision process more effective and coordinated. The team leaders are responsible for monitoring employee discipline, punctuality, and work quality, so that any problems that arise can be dealt with quickly.

The role of leaders in improving employee performance according to employees 1

1. As a motivator, the leader always motivates us every day, for example by praising us when our performance is good and often encouraging us to keep up our enthusiasm for work. The leader also gives rewards and punishments, so we feel that our hard work is appreciated.
2. As a guide, the leader also guides us in our work according to our individual abilities. So when we are assigned to a particular field, we can master it more easily.

The role of leaders in improving employee performance according to employees 2

1. As a motivator, he often motivates us with encouraging words. Leaders also give rewards and punishments, such as cash bonuses when sales are high, and pay deductions for those who are late to work. Because we are often motivated in this way, we are more enthusiastic and disciplined in our work
2. As a guide, the leader often directs us to be responsible in our work and emphasizes that work must be done in accordance with the company's Standard Operating Procedures (SOP).
3. As a communicator, the leader often invites us to communicate casually, such as chatting together during break time. The leader is also willing to listen to our suggestions and criticism, so we feel comfortable and valued as employees.

Based on the results of interviews with leaders and employees at Cafe Sameruf in Table 1, it can be concluded that leaders have performed their roles well in improving employee performance. The leader does not only focus on work results, but also on motivating employees. This is done by giving words of encouragement, rewards, and fair punishments, thereby fostering a sense of enthusiasm and discipline among employees. In addition, the leaders' instructions to employees to work in accordance with company SOPs have made employees more responsible and focused in their work. Communication between leaders and employees is open and based on a family-like approach, creating harmonious working relationships. The leaders' direct supervision shows their commitment to maintaining work discipline and employee quality. Thus, the role of the leader carried out by the leader of Cafe Sameruf can effectively improve employee performance through the leader's role as a motivator, director, communicator, and supervisor. This role also has a positive effect on improving employee performance in terms of enthusiasm and work responsibility.

Conclusion

Based on the results of the entire discussion, it can be concluded that the role of leaders is very important in improving employee performance. The leaders of Cafe Sameruf have the roles of motivators, directors, communicators, and supervisors. From the leaders' perspective, they actively provide motivation every day, implement a reward and punishment system, and give direct instructions to employees so that they work according to their respective job descriptions using the SOPs implemented by the company. The leader also maintains good communication with employees through informal, family-like communication, and the leader conducts direct supervision on site and forms a team leader to control discipline and quality. Employees share the same perspective; they also feel that the leader has provided motivation that makes them enthusiastic about their work, given appropriate guidance in line with each employee's abilities, and created a comfortable atmosphere for communication. Employees also feel valued through the provision of rewards for good performance and fair sanctions for disciplinary violations. All of these things show that the active role and appropriate approach of a leader can create a positive work environment, increase work enthusiasm, and encourage the achievement of optimal performance from employees.

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