



LEADERSHIP ANALYSIS OF TROWONG CULTURE MONTOR DEALER EMPLOYEE PERFORMANCE

Shofaun Namla^{1*}, Yunita Nirmalasari², and Siti Umi Sa'adatur Rohmah³, Mochammad
Purnomo⁴ Ratih Pratiwi⁵
^{1,2,3,4,5} Wahid Hasyim University
[*shofaunnamla443@gmail.com](mailto:shofaunnamla443@gmail.com)

Abstract

This research aims to analyze leadership style and its influence on the performance of Trowong Budaya Montor Dealer employees. Leadership is an effort to influence other people with instructions or commands, actions that cause other people to act or respond and cause positive change, an important dynamic force that motivates and coordinates a company in order to achieve its goals. Leadership is an important factor in providing direction to employees, because employees are very valuable company assets that must be managed well by the company in order to provide optimal contributions. This study uses a qualitative approach with interview and observation methods to collect data from employees at the dealer. The results of the analysis show that the leadership style applied has a significant effect on the level of employee performance.

Keywords: *Leadership, Employee Performance, Trowong Budaya Montor Dealer*

INTRODUCTION

The development of the automotive industry in Indonesia, especially in the motor vehicle sales sector (motorcycle dealers), plays a significant role in the economy. Motorbike dealers are not only responsible for selling vehicles, but also maintaining good relationships with customers and ensuring quality after-sales service. To achieve these goals, employee performance is an important factor. Effective leadership is needed to manage and optimize employee potential.

One of the factors that influences employee performance at various motorbike dealers is work culture. In the context of motorbike dealers, there is a local culture called Trowong Culture which develops among employees and management. Trowong Culture refers to a work culture that is family and informal, where relationships between employees tend to be looser but full of trust. This culture encourages close collaboration between fellow employees, but also has its own challenges in terms of discipline and professionalism.

Analysis of the influence of leadership on local work cultures such as Trowong Culture is important because leadership that is not in harmony with this culture can have a negative impact on employee performance. On the other hand, leaders who are able to understand and adapt to this culture can motivate employees, increase productivity and improve work results. Therefore, this research aims to analyze how leadership influences employee performance in the context of Trowong Culture at motorbike dealers.

Leadership is an effort to influence other people with instructions or commands, actions that cause other people to act or respond and cause positive change, an important dynamic force that motivates and coordinates a company in order to achieve its goals. Leadership is an important factor in providing direction to employees, because employees are very valuable company assets that must be managed well by the company in order to provide optimal contributions. Therefore, to improve employee performance, it is necessary to motivate employees.

LITERATURE REVIEW

LEADERSHIP

Leaders as role models for subordinates should be able to be role models and provide good direction to subordinates, that's where the leader's role is channeled through the leadership style adopted. The following is the definition of leadership according to the opinion of several experts, Rivai (2006), leadership is also said to be the process of directing and influencing activities that are related to the work of group members. According to Hasibuan (2007), leadership is the way a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals.

Meanwhile, according to Robbins (2006), leadership is to influence a group towards achieving 8 goals. Thus, a leader or head of an organization will be recognized as a leader if he can have influence and is able to direct his subordinates towards achieving organizational goals. Dubrin (2005) further stated that leadership is an effort to influence many people through communication to achieve goals, a way of influencing people with instructions or orders. Meanwhile, Siagian (2009) explains that leadership is a person's ability to influence other people (their subordinates) in such a way that the other person is willing to carry out the leader's wishes even though they personally may not like it (Kusumawati, 2018).

EMPLOYEE PERFORMANCE

The concept of performance refers to the degree to which an employee or organization achieves job requirements. Stoner (1995:113) believes that performance is the achievement shown by employees. This is the result achieved in carrying out the assigned tasks based on skill, experience, seriousness and available time. Meanwhile, Bernardin & Russell (1998: 239) explain that performance is a record of outcomes resulting from certain job functions or activities over a certain period of time. From the explanation above, it is understood that performance is an achievement achieved by employees based on predetermined standards and measures.

Performance comes from the definition of performance, which can be interpreted as

Implementation of tasks can also be interpreted as the result of work or achievement Work. However, performance actually has more meaning broad, not only work performance but also included in it how the work process takes place. Besides, performance (performance) can be interpreted as the result of an employee's work, a management process or an organization as a whole, in where the results of the work must be able to be shown in concrete evidence and measurable (compared to predetermined standards).

To express another understanding of performance, below according to experts, according to Mangkunegara (2005) the term performance comes from the words Job Performance or Actual performance (work performance or actual achievements achieved by somebody) . The definitive understanding was put forward by Mangkunegara (2005) that "the definition of performance (work achievement) is the result of quality work and the quantity achieved by an employee in carrying out his duties are in accordance with the responsibilities given to him." More continued Bernardin and Russel (in Sulistiyani, 2003) explaining performance is a record of outcomes resulting from certain employee functions or activities carried out over a certain period of time. Meanwhile, according to Rivai and Basri (2005), performance is the willingness of a person or group people to carry out an activity and perfect it according to responsibility and results as expected in (Kusumawati, 2018).

Performance is what reflects how good an individual is meet job demands. Thus, performance is willingness a person or group of people to carry out an activity and perfecting it according to its responsibilities with results such as those expected. In order for performance to run optimally, a person must have High desire to do and know the job. Thus, performance is basically determined by three things, namely: abilities, desires, and environment. Without knowing three factors such, good performance will not be achieved.

This research refers to the definition of performance according to Rivai and Basri (2005) as a reference in the discussion, performance is willingness a person or group of people to do something and activities perfecting it in accordance with responsibilities with results such as which are expected.

RESEARCH METHODOLOGY

In this research, the author uses a qualitative descriptive research method, which is an effective method for describing existing phenomena. Descriptive qualitative research was conducted to explain existing research without providing data manipulation. The variables were researched by conducting direct interviews with the owner of the motorbike culture Trowong dealer. The data sources used by the researcher were primary data and secondary data. Primary data is data obtained directly, researchers obtain data or information directly using predetermined instruments. In this research, primary data was obtained by direct interviews with the owner of the Trowong Budaya Montor dealer. In this research, secondary data was obtained from books, journals, websites, articles, documentation and other literature. For data collection techniques in this research, researchers used interviews, observation and documentation. Data validation was carried out using the triangulation method. The data analysis techniques used in this research are:

1. Data reduction This data reduction will select existing notes in the field encountered by the researcher so that they become notes that are transformed into good language.
2. Data presentation Presentation of this data is carried out by collecting information which is compiled and displayed to provide understanding with strong sources.
3. Draw conclusions

In this research, information will be revealed from the beginning until the researcher changes the information conveyed by the informant, then conclusions will be drawn that do not deviate. (Moleong, 2007: 248) in (Khaliyah et al., 2020)

RESULT AND DISCUSSION

The Influence of Leadership Style on Employee Performance

Based on the results of interviews and observations at motorbike dealers operating with a Trowong culture, it was found that the leadership style here tends to be more transformational leadership. We always try to motivate employees so that they not only

work according to their duties, but are also able to contribute more through personal initiative. This can be seen from how we encourage them to continue learning and reward them for the results achieved, both individually and as a team. This has a big influence on their performance, especially in terms of creativity and problem solving in the field. Thoha (2010, p. 42), revealed that by using leadership, leaders will influence subordinates' perceptions and motivate them, by directing employees to task clarity, goal achievement, job satisfaction, and effective work implementation. This is emphasized by Robbins (2007, p. 432), who states that leadership is the ability to influence a group towards achieving targets. The employee's ability to achieve the organization's goals and objectives is a reflection of employee performance. So it can be concluded that leadership style has a big role in improving employee performance in (Khairizah et al., 2016)

Employee Performance Measurement

Based on the results of interviews and observations at motorbike dealers operating with the Trowong culture, they use several main performance indicators which include sales volume, level of customer satisfaction, efficiency in service work, and work time discipline. We also carry out periodic assessments through monthly performance evaluations. Apart from that, feedback from customers is an important source in assessing employee performance, especially in the service and sales departments. However, measuring employee performance does not only focus on tangible assets in the form of achieving targets in financial form. Performance measurement must include intangible assets in the form of employees because employees have an important role in influencing employee performance. Therefore, it is necessary to measure employee performance using the Human Resources Scorecard (HRSC) (yos Indra, 2013: 24). Through the HRSC method, the company's key characteristics will be known and then evaluated so that improvements can be made which will later bring positive changes to the company so that the company can determine the right steps to improve the performance of its employees (Rusindiyanto, 2009: 124) in (Ulfa, 2014)

Key Success Factors in Leadership

Based on the results of interviews and observations at motorbike dealers operating with the Trowong culture, the key factor for success is the ability to inspire and motivate

employees. We believe that when employees feel valued and treated fairly, they will be more loyal and productive. In addition, it is important to always listen to their aspirations and involve them in decisions that affect their daily work. This approach not only improves performance, but also creates a positive and productive work environment. Leadership is a key element in the success of a company. In this case, managers are responsible for improving employee performance and effectiveness so that the company can compete and survive in the current era of globalization. Employee performance is the key to the success of an organization because high employee performance reflects high productivity, efficiency and profitability. Understanding employee performance can help companies increase productivity, job satisfaction and strengthen competitiveness in the market in (Dessyarti, 2019).

Future Leadership and Employee Performance Management Plan

Based on the results of interviews and observations at motorbike dealers that operate with the Trowong culture, we plan to further strengthen training programs for employees, especially related to technology and digitalization in the automotive industry. We also want to improve our performance-based reward system to further encourage innovation and work efficiency. In addition, we will continue to encourage a collaborative work culture, where everyone feels responsible and contributes to the company's success. Effective leadership management is very important in shaping the direction and work culture of a company, especially in facing future challenges. Based on analysis of trends and organizational needs. Employee performance is the main pillar in achieving organizational goals. Future employee performance management plans will focus on increasing productivity, motivation and job satisfaction. Future leadership and employee performance management plans are designed to face dynamic challenges in the world of work. By developing adaptive leadership, providing continuous training, and creating a fair and productive performance system, companies are expected to improve overall performance and achieve their long-term targets (Depitra & Soegoto, 2016)

CONCLUSION

The development of the automotive industry in Indonesia, particularly in the motorcycle dealership sector, plays a pivotal role in the nation's economy. Motorcycle dealers are responsible not only for vehicle sales but also for maintaining customer relationships and delivering high-quality after-sales service. In this context, employee performance is crucial for achieving these goals, and effective leadership is essential for managing and optimizing employee potential.

A significant factor influencing employee performance at motorcycle dealerships is the local work culture, specifically the Trowong Culture. This family-oriented, informal work environment fosters trust and close collaboration between employees but also poses challenges in maintaining discipline and professionalism. Leadership plays a key role in navigating these cultural nuances.

Leaders who understand and adapt to Trowong Culture can leverage its strengths, such as trust and collaboration, to motivate employees, enhance productivity, and improve overall performance. Conversely, leadership that is misaligned with this culture may negatively affect employee performance. Thus, leadership must align with the local work culture to maximize employee potential and drive the company's success.

Overall, leadership is a dynamic force that guides, motivates, and coordinates employees toward achieving company goals. Understanding the interplay between leadership and local work culture is essential for improving employee performance in motorcycle dealerships. By fostering an environment that both respects local culture and encourages discipline, leaders can motivate employees to make optimal contributions to the business.

ACKNOWLEDGEMENT

The author would like to express his deepest gratitude to all parties who have helped and supported the research process and writing of the results of this research. In particular the author would like to thank:

1. God Almighty, because of His blessing and mercy the author was able to complete the writing of the results of this research.
2. ICONES

3. Mr. Prof. Dr. KH. Muddzakir Ali, MA as Chancellor of Wahid Hasyim University Semarang
4. Mrs. Dr. Ratih Pratiwi, S.Pd., M.Si., M.M, head of the management study program and research supervisor
5. Mr. Ahmad Rifqi Azizi, owner of the Trowong Budaya Montor Dealer as the research site
6. Parents who always provide prayer, guidance and support

REFERENCES

- Depitra, panji S., & Soegoto, H. (2016). *Tinjauan Pustaka Manajemen Pemasaran*. 16(2), 185–188.
- Dessyarti, R. S. (2019). Pengaruh Gaya Kepemimpinan, Komitmen Organisasi, Budaya Organisasi terhadap Kepuasan Kerja dan Kinerja Karyawan Pemasaran (pada Dealer Motor PT Suzuki Cabang Madiun dan Ngawi). *JURNAL EKOMAKS : Jurnal Ilmu Ekonomi, Manajemen, Dan Akuntansi*, 7(2), 112–124. <https://doi.org/10.33319/jeko.v7i2.1>
- Khairizah, A., Noor, I., Suprpto, A., Publik, J. A., Administrasi, F. I., & Brawijaya, U. (2016). (Studi pada Karyawan di Perpustakaan Universitas Brawijaya Malang). *Jurnal Administrasi Publik (JAP)*, Vol. 3, No. 7, Hal. 1268-1272, 3(7), 1268–1272.
- Khaliyah, S., Nujum, M. B., Pratiwi, R., Jaka, C., Manajemen, P., & Hasyim, U. W. (2020). *Peningkatan Karakter Kewirausahaan Mahasiswa Melalui Program Merdeka Belajar Kampus Merdeka (Mbkm) Universitas Wahid Hasyim Semarang Dunia pendidikan di Indonesia*.
- Kusumawati, R. (2018). *No Title*.
- Ulfa, M. (2014). Analisis Pengukuran Kinerja Karyawan dengan Metode Human Resources Scorecard di BMT Logam Mulia. *Jurnal Ekonomi Syariah*, 3(2).