

## **The Leadership Role of Branch Heads in Motivating Employee Performance at BMT NU East Java Camplong Sampang Branch**

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**Abstract:** Leadership is an effort by a leader to realize individual goals or organizational goals. Therefore, leaders are expected to be able to influence, support and provide motivation so that their followers will carry it out enthusiastically in achieving the desired goals both individually and organizationally. The role of leadership in a company is the essence of management and is very closely related to work motivation. This happened precisely at BMT NU East Java Camplong Sampang Branch, the role of the branch head leader was in motivating his employees, so that the employees were more focused on achieving organizational goals and getting the results of their hard work. The aim of this research is to explain the leadership role of branch heads in motivating employee performance and the impact of the branch head's leadership role in motivating employee performance. This research design uses qualitative research with data collection techniques through observation, interviews and documentation. Researchers analyzed data using qualitative descriptive techniques. The results of this research indicate that the leadership role of the branch head at BMT NU East Java Camplong Sampang Branch has an influence in building employee performance motivation in achieving targets in a company or organization

**Keywords:** *Leadership; Motivation.*

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**Abstrak:** Kepemimpinan merupakan suatu usaha dari seorang pemimpin untuk dapat merealisasikan tujuan individu ataupun tujuan organisasi. Oleh karena itu, pemimpin diharapkan dapat memengaruhi, mendukung, dan memberikan motivasi agar para pengikutnya tersebut mau melaksanakannya secara antusias dalam mencapai tujuan yang diinginkan baik secara individu maupun organisasi. Peran kepemimpinan dalam suatu perusahaan merupakan inti dari manajemen dan memiliki kaitan yang sangat erat dengan motivasi kerja. Hal ini terjadi tepatnya di BMT NU Jawa Timur Cabang Camplong Sampang, peran pemimpin kepala cabang dalam memotivasi karyawannya, agar karyawannya lebih terpusatkan untuk mencapai sasaran-sasaran organisasi dan mendapatkan hasil kerja kerasnya. Tujuan Penelitian ini adalah menjelaskan peran kepemimpinan kepala cabang dalam memotivasi kinerja karyawan dan dampak peran kepemimpinan kepala cabang dalam memotivasi terhadap kinerja karyawan. Adapun desain penelitian ini menggunakan penelitian kualitatif dengan teknik pengumpulan data melalui observasi, wawancara, dan dokumentasi. Peneliti menganalisis data dengan menggunakan teknik deksriptif kualitatif. Hasil penelitian ini menunjukkan bahwa peran kepemimpinan kepala cabang di BMT NU Jawa Timur Cabang Camplong Sampang membawa pengaruh dalam membangun motivasi kinerja karyawan dalam mencapai target di sebuah perusahaan atau organisasi.

**Kata kunci:** Kepemimpinan; Motivasi.

## **INTRODUCTION**

In carrying out its activities, whether companies operating in the factory or service sector, a company will try to achieve predetermined goals. One thing that must be considered together is that the success of various activities within the company to achieve goals does not only depend on technological superiority, available operating funds, facilities and infrastructure owned, but also depends

on aspects of existing human resources (HR).<sup>1</sup>

Human resources are a person's abilities and skills in organizing and managing achievements in order to fulfill goals optimally.<sup>2</sup> A company really needs quality human resources who are able to manage company assets well. Having quality human resources will support the goals to be achieved by the company, so that employees can be motivated to work hard, and produce good achievements for the company's progress and improve the employees' own skills.<sup>3</sup>

In the life of a group, whether in a family, organization or country, there is certainly one person who has a higher degree and is particularly more influential than the others, so that person is known as a leader.<sup>4</sup> In a government organization, success or failure in carrying out government duties and administration is influenced by leadership.<sup>5</sup> Meanwhile, leadership is an effort by a leader to realize individual or organizational goals. Therefore, leaders are expected to be able to influence, support and provide motivation so that their followers will carry it out enthusiastically in achieving the desired goals both individually and organizationally.<sup>6</sup>

The role of leadership in a company is the essence of management and is

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<sup>1</sup> Novi Elvianta dkk, "Peran Pemimpin dalam Meningkatkan Motivasi Kerja Karyawan di PT. Mestika Sakti Anugrah Semesta Meda," *Jurnal Ilmu Administrasi Publik* 2, no. 1 (2014): 9.

<sup>2</sup> Abd. Rohim dan Rudy Haryanto, "Analisis Manajemen Kompensasi dalam Meningkatkan Motivasi dan Kinerja SDI di Perusahaan Petis Hj. Diya Food Sampang," *Jurnal Al-Hiwalah* 2, no. 1 (Januari-Juni 2023): 81.

<sup>3</sup> Pei Yu Lin, "The Correlation Between Management and Employee Motivation In Sasol Polypropylene Business in South Africa," *Thesis*, Faculty of Economics Management and Sciences, University of Pretoria, 2009.

<sup>4</sup> Soekarso dan Iskandar Putong, *Kepemimpinan Kajian Teoritis dan Praktis* (Jakarta: Buku & Artikel Karya Iskandar Putong, 2015), 8.

<sup>5</sup> Gusti Meika Madyarti, "Peran Pemimpin dalam Memotivasi dan Meningkatkan Kinerja Pegawai," *Jurnal Manajemen Pendidikan* 1, no. 1 (2021): 291.

<sup>6</sup> Sutarto Wijono, *Kepemimpinan dalam Perspektif Organisasi* (Jakarta: Prenamedia Group, 2018), 4.

very closely related to work motivation.<sup>7</sup> In the work context, motivation is an important factor in encouraging an employee to work. Motivation is an individual's willingness to expend high effort to achieve organizational goals. There are three key elements in motivation, namely effort, organizational goals and needs. Effort is a measure of intensity. If someone is motivated then he will try as hard as he can to achieve the goal.<sup>8</sup>

Motivation is closely related to the emergence of a tendency to do something to achieve a goal. There is a strong relationship between motivational needs, actions or behavior, goals and job performance satisfaction. Because every change is always thanks to motivation. Motivation arises because of a need and therefore these actions are directed at achieving certain goals which are ultimately referred to as employee performance. So, the stronger the motivation or encouragement given by the leadership to employees, the greater the performance produced by the employees themselves.<sup>9</sup>

BMT NU East Java Camplong Branch is a sharia financial institution that manages and distributes funds to the community, with the aim of meeting the needs of companies in providing sharia-based financial services. To achieve this goal, BMT NU must be able to compete with other banking and non-banking institutions, and must have good products and staff who are skilled and professional. Therefore, BMT NU East Java Camplong Branch needs to think about ways so that its employees have high productivity, one of which is a leader who needs to motivate his employees, so that his employees are more focused

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<sup>7</sup> Yolanda Prianita dkk, "Pengaruh Peran Kepemimpinan dan Motivasi Kerja terhadap Kinerja Pegawai Dinas Pekerjaan Umum dan Penataan Ruang Kabupaten Karawang," *Journal for Management Student* 1, no. 1 (Juli 2021): 11.

<sup>8</sup> Sandhi Sukma Hanafi dkk, "Pengaruh Gaya Kepemimpinan dan Motivasi Kerja terhadap Kinerja Pegawai," *Jurnal Manajemen Industri dan Logistik* 2, no. 1 (Mei 2018): 55.

<sup>9</sup> Santri Yani Zinta, "Peran Kepemimpinan Untuk Memotivasi dalam Meningkatkan Kinerja Karyawan pada PT Sunlife Cabang Medan," *Jurnal Publikasi Sistem Informasi dan Manajemen Bisnis* 1, no. 3 (September 2022): 250.

on achieving organizational goals and getting the results of their hard work.

There was previous research conducted by Senny Handayani and Sitti Aisyah in their research entitled *The Influence of Leadership Roles and Organizational Culture on Employee Motivation at PT Astra Graphia*. The purpose of this research is to determine and analyze the influence of the role of leadership and organizational culture on employee motivation with the research results revealing that leadership has a significant effect on employee motivation.<sup>10</sup>

Apart from that, there was also research conducted by Zaenal Akhmad, Hasran, Rahman in his research entitled *The Influence of Leadership in Increasing Work Motivation of Civil Servants in District Offices*. The aim of this research is to determine and analyze the influence of leadership in increasing motivation with the research results revealing that leadership has a significant effect on increasing motivation.<sup>11</sup>

In the first study there were similarities. The first study revealed the same aims and results as the research being studied, namely to find out how the role of leadership influences motivation. The difference found in the first study was the research object. The first research object was PT Astra Graphia, while the research currently being researched used BMT NU East Java Camplong Sampang Branch as the research object.

Meanwhile, in the second research there are similarities. The first study revealed the same goals and results as the research being studied, namely to find out how leadership influences motivation. The difference found in the first study was the research object. The first research object was the sub-district office,

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<sup>10</sup> Senny Handayani dan Sitti Aisyah, "Pengaruh Peran Kepemimpinan dan Budaya Organisasi terhadap Motivasi Karyawan pada PT Astra Graphia," *Journal of Management and Business* 1, no. 1 (Oktober 2016): 6.

<sup>11</sup> Zaenal Akhmad dkk, "Pengaruh Kepemimpinan dalam Peningkatan Motivasi Kerja PNS di Kantor Kecamatan," *Journal of Government Insight* 2, no. 2 (Desember 2022): 194.

while the research currently being researched used the BMT NU East Java Camplong Sampang Branch as the research object.

## **METHOD**

This research uses a qualitative method with a descriptive type of research carried out by collecting data through observation by reviewing the condition of BMT, interviews with branch heads and employees, and also documentation by taking several pictures to support that the research has been carried out. The object of this research focuses on the leadership role of the branch head as implemented at the BMT NU East Java Camplong Sampang Branch. Meanwhile, researchers analyzed the data using descriptive analysis, namely by reducing data, presenting data, and drawing conclusions or verification.

## **RESULTS AND DISCUSSION**

### **The Leadership Role of Branch Heads in Motivating Employee Performance at BMT NU East Java Camplong Sampang Branch**

Roles can be defined as behavior that is regulated and expected from someone in a certain position. Leaders in organizations have an important role, every job carries with it expectations of how the person in charge of the role will behave. Leadership roles can be interpreted as a set of behaviors carried out by someone in accordance with their position as a leader. The role of a leader is the way a leader behaves, communicates and interacts with other people in influencing people to do something. The role of a leader basically means a manifestation of a leader's behavior regarding his ability to lead. So that with the role of a leader in an organization being the spearhead of successful organizational performance, a leader is required to have expertise as well as a vision for the future and be professional in creating a performance management

system that is able to raise the work enthusiasm of his subordinates.

Based on the results of research that has been carried out by collecting data through observation, interviews and documentation, this has been obtained. This was proven in the results of an interview conducted on May 3 2024 which revealed that one of the roles that Mr. Sahrul Mubaraq as Branch Head at BMT NU East Java Camplong Sampang Branch can play in an effort to motivate the performance of his employees is starting from himself. For example, the Branch Head must be active and diligent in his work, disciplined in terms of coming to the office and never late, honest, loyal to all employees, and most importantly must be able to play a role in providing the best service to his subordinates and guiding all his subordinates towards goodness.. That way, employees can automatically follow what the Branch Head has done in the form of direct practice.<sup>12</sup>

Apart from the leadership role needed by employees in motivating employee performance, employees also need leader efforts in motivating the performance of all their employees. The efforts made by Mr. Sahrul Mubaraq as Branch Head of BMT NU East Java Camplong Sampang Branch in motivating the performance of his employees are maintaining good communication, secondly providing a good example to his employees, thirdly carrying out his responsibilities as branch head, fourthly providing ample opportunities for everyone. employees to express opinions, and fifth to give awards to employees who excel for completing their duties well.

According to Maslow, quoted by Hasibuan, employee work motivation is influenced by physical needs, security and safety, social needs, the need for self-esteem, and the need for self-realization. This is related to what Mr. Sahrul Mubaraq as Branch Head of BMT NU East Java Camplong Sampang Branch

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<sup>12</sup> Sahrul Mubaraq, Kepala Cabang BMT NU Jawa Timur Cabang Camplong, *Wawancara Langsung*, Pada tanggal 3 Mei 2024.

does in motivating the performance of his employees in the form of giving salaries, providing protection to each employee, caring about employee problems so that employees feel cared for and loved, giving awards to employees who excel. , providing training to each employee which aims to encourage employees to continue to be involved and provide a sense of enthusiasm and self-confidence as well as having new ideas to complete their work.

Reviewing various things that have been explained previously, BMT NU East Java Camplong Sampang Branch focuses on human resource management as an important factor in company activities. The efforts made to improve the quality of their human resources, BMT NU East Java Camplong Sampang Branch makes the role of the branch head leader as a motivator and the efforts made by the leader to his employees as the main factor in motivating employee performance. One way to get employees who have good performance is by motivating employees, so that in carrying out each job they work well and deftly. Followed by regular enforcement of discipline, creating orderly and comfortable conditions can also reduce irregularities committed by employees.

### **Impact of the Leadership Role of Branch Heads in Motivating Employee Performance at BMT NU East Java Camplong Sampang Branch**

A leader will be successful if the leader pays attention to his employees and is a good role model for his employees. With the leadership role of the branch head in a company as a motivator and the efforts made by the branch head to all employees, with these efforts all employees feel that they are treated well so that they can further improve their respective performance.

In an interview conducted by researchers, Sahrul Mubaraq as Branch Head revealed that the impact of the branch head's leadership role in motivating employee performance is that the work spirit of employees at BMT NU East Java Camplong Sampang Branch is increasing, seen from the employees



providing good service and listen to input and complaints from customer members so that customer members feel comfortable and satisfied with the services provided. One form of achievement is that every year customer members increase.<sup>13</sup> Of course, this is the leadership role of a good branch head as a motivator who motivates all employees and treats all employees well and guides work towards goodness.

Apart from that, the researcher also conducted an interview with one of the employees to determine whether the branch head's leadership role really had an effect on motivating employee performance. Then an employee named Nur Ianah Khofifah revealed that the leadership role of the branch head had an impact on employee performance motivation. This is proven by the proportional closeness between superiors and subordinates that will make subordinates more comfortable in interacting. Comfort will foster good relationships between superiors and subordinates, and good relationships will foster love for work and make someone have good work motivation towards their duties and responsibilities.<sup>14</sup>

From the results of the interview, the researcher concluded that the leadership role of the branch head had an impact on employee performance motivation. Proof of the branch head's leadership role having an impact on employee performance motivation was found in an interview conducted with one of the employees. He revealed that with the attitude and concern that the branch head has for all employees as one of the leadership roles carried out towards subordinates, this has an impact on employee performance motivation, where the branch head's good leadership and being a role model makes employees enthusiastic and motivated to produce performance. which is good in accordance

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<sup>13</sup> Sahrul Mubaraq, Kepala Cabang BMT NU Jawa Timur Cabang Camplong.

<sup>14</sup> Nur Ianah Khofifah, Karyawan BMT NU Jawa Timur Cabang Camplong Sampang, Wawancara Langsung, Pada tanggal 3 Mei 2024.

with the hopes and goals of the organization itself. So in this case BMT NU East Java Camplong Sampang Branch has been very good at developing and motivating as well as moving and supervising the activities of its employees.

## **CONCLUSION**

The leadership role played by the branch head at BMT NU East Java Camplong Sampang Branch in motivating employee performance is very large, a leader becomes an example for his subordinates, so that motivation is not only with words but with the example shown by the leadership to its employees. The implementation of the system for motivating employee performance is carried out by the leadership, namely by setting an example and role model for all employees, providing salaries, providing protection to each employee, caring about employee problems so that employees feel cared for and loved, giving awards to employees who excel, and providing training to each employee. employees which aims to encourage employees to continue to be involved and provide a sense of enthusiasm and confidence as well as having new ideas to complete their work.

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