



Universitas Warmadewa

**Editorial Office:** Program Studi Magister Manajemen | Program Pascasarjana | Universitas Warmadewa  
Jl. Terompong No.24, Sumerta Kelod, Kec. Denpasar Timur, Kota Denpasar, Bali 80239

---

# Jurnal Ekonomi dan Bisnis Jagaditha

Volume 12, Number 1, 2025

ISSN: 2355-4150 (Print) | 2579-8162 (Online)



## The Role of Leadership in Improving UC Silver & Gold Employee Performance

Author Name(s): Ni Komang Rada Lestari<sup>1</sup> | Ni Kadek Dessy Hariyanti<sup>1</sup> |  
Ni Nyoman Terestiyani Winaya<sup>1</sup>

1. Politeknik Negeri Bali

---

### Article History

Received: July 17, 2024

Revised: March 14, 2025

Accepted: March 14, 2025

### How to cite this article (APA)

Lestari, N, K, R., Hariyanti, N, K, D., Winaya, N, N, T, et al. (2025). The Role of Leadership in Improving UC Silver & Gold Employee Performance. *Jurnal Ekonomi dan Bisnis Jagaditha*. 12(1), 64-69. <https://doi.org/10.22225/jj.12.1.2024.64-69>

\*Correspondence regarding this article should be addressed to:

Ni Komang Rada Lestari

Email: radalestari@gmail.com

---

Universitas Warmadewa (as publisher) makes every effort to ensure the accuracy of all the information (the "Content") contained in the publications. However, we make no representations or warranties whatsoever as to the accuracy, completeness, or suitability for any purpose of the Content. Any opinions and views expressed in this publication are the opinions and views of the authors and are not the views of or endorsed by Universitas Warmadewa. The accuracy of the Content should not be relied upon and should be independently verified with primary sources of information. Universitas Warmadewa shall not be liable for any losses, actions, claims, proceedings, demands, costs, expenses, damages, and other liabilities whatsoever or howsoever caused arising directly or indirectly in connection with, in relation to, or arising out of the use of the content.

Jurnal Ekonomi dan Bisnis Jagaditha is published by Universitas Warmadewa comply with the [Principles of Transparency and Best Practice in Scholarly Publishing](#) at all stages of the publication process. Jurnal Ekonomi dan Bisnis Jagaditha also may contain links to web sites operated by other parties. These links are provided purely for educational purpose.



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](#).

---

# The Role of Leadership in Improving UC Silver & Gold Employee Performance

Ni Komang Rada Lestari<sup>1</sup> | Ni Kadek Dessy Hariyanti<sup>1</sup> |

Ni Nyoman Terestiyani Winaya<sup>1</sup>

1. Politeknik Negeri Bali, Indonesia

---

**Abstract**—Change is a constant in the business world, and effective leadership can help organizations adapt quickly and efficiently. Leaders who are flexible and solution-oriented are able to manage change well, reduce resistance, and accelerate the implementation of necessary changes. The purpose of this research is to determine the role of leadership in employee performance at UC Silver & Gold. This research has theoretical benefits. It is hoped that this research will be able to increase knowledge and insight, especially regarding the influence of leadership in improving employee performance. This research was conducted at UC. Silver & Gold, The sample used in this research was employees and leaders. Data sources were obtained from primary and secondary data for primary data which came from interviews with leaders and employees using management functions as the basis for interview questions, while secondary data was in the form of organizational structure, number of employees, employee performance data and annual production data. . The type of data used is qualitative data which can be defined as data in the form of words, schemes and images. Qualitative data takes time because it goes through interview, observation and observation stages and there are three data analyzes in descriptive analysis, namely including data reduction, data presentation and drawing conclusions.

---

**Keywords:** employee performance; leadership; manufacturing companies

---

## Introduction

A company is a forum for a group of people to work together to achieve common goals. Therefore, quality human resources are clearly needed. One of the national problems currently faced by the Indonesian nation is dealing with the low quality of human resources. If the large amount of human resources can be utilized effectively and efficiently, it will be useful to support the pace of sustainable national development. In this modern life, every company needs employees who have high job performance. Companies' demands to acquire, develop and maintain human resources are increasingly urgent in line with the ever-changing dynamics of the environment. The importance of the role of human resources is reflected in the company's need to create a human resource management strategy in line with the importance of strategy in other fields. *Winda Sri., et al., (2018)*.

According to *Soedarmayanti (2019)*, performance is performance which means the results of the work of a worker, a management process or an organization as a whole, where the results of the work must be shown in concrete evidence and can be measured compared to predetermined standards. As a private company that is growing rapidly, UC Silver & Gold is a silver and gold jewelry craftsman company that has existed since 1989 and this company

---

\*Correspondence regarding this article should be addressed to:

1. Ni Komang Rada Lestari, Politeknik Negeri Bali

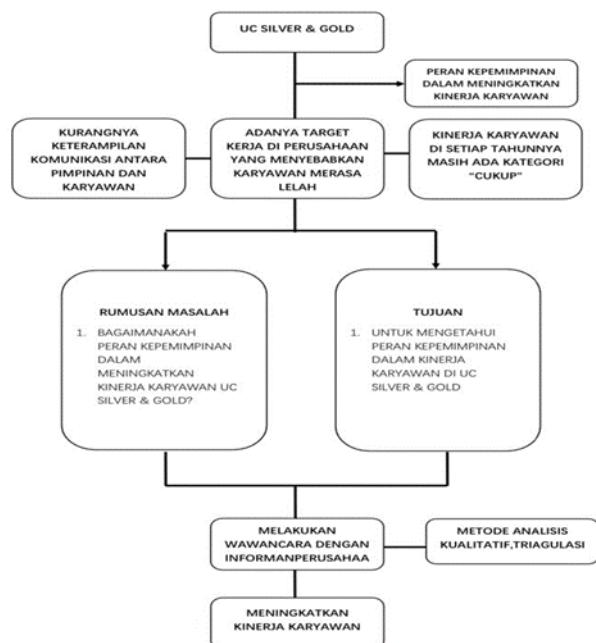
Email: radalestari@gmail.com

has become a container for various potential human resources to work together, interconnected, interdependent and arranged in an organized structure. to achieve previously set goals. In this case each individual position is an important factor in every organization. Indicators that leaders must have superior characteristics, namely: strength, honesty, communication skills, objective and managerial skills.

However, at the UC Silver & Gold company, several problems were found between leaders and employees in terms of communication skills, often making decisions directly, lack of response to requests for work needs and complaints experienced by employees. Based on the problems above, this research generally aims to determine the role of leadership in improving performance at UC Silver & Gold. Based on the results of temporary observations carried out at UC Silver & Gold, the leadership of this company places great importance on the work targets that have been determined so that if the employees have not finished working on the targets that have been determined, they are required to take overtime hours in order to complete the targets that have been given, the impact of The policy implemented by this leader is that employee performance has decreased due to employee fatigue which results in reduced work effectiveness of employees. So, from these conditions, research needs to be carried out regarding the role of leadership on the performance of employees, especially employees at UC Silver.

## Concept and Hypothesis

This research aims to determine the role of leadership in improving employee performance and has the following concepts: In the picture above it can be seen that the research was conducted in a



**Figure 1. Concept**  
(Sumber: Diolah Oleh Penulis, 2024)

manufacturing company, namely UC Silver & Gold, and in the observations made there was a role of leadership in improving employee performance which was based on problems, namely a lack of communication skills between leaders and employees, the existence of work targets in companies that cause employees to feel tired, employee performance every year is still in the "adequate" category. So, these problems give rise to the formulation of problems and objectives regarding the role of leadership in improving employee performance and the formulation of problems and objectives. Based on the existing objectives and problem formulation, interviews will be conducted with company informants and using qualitative

analysis and triangulation methods. So, later you will get results regarding increased employee performance.

## Method

This research uses a source triangulation test and a technical triangulation test for data validity, because this research will compare the observation data with the results of interviews and existing documents. Apart from that, interviews were conducted with several informants at the UC Silver & Gold company. Data obtained from interviews and documentation from UC Silver & Gold will be processed using qualitative descriptive techniques. Qualitative method means a method used to look for elements, characteristics, properties of a phenomenon. This method begins with collecting data, analyzing the data and interpreting it.

## Result and Discussion

UC Silver & Gold was founded by four brothers, I Wayan Sutedja, I Made Darmawan, I Nyoman Eriawan and I Ketut Sudiarsana, each of whom has the strength to become a strong pillar in the development of this company. This success did not come suddenly, these four brothers who came from a farming family in the village of Calo, with their perseverance and simplicity, were educated by their parents and prepared them to become proud local sons of Bali.

UC. Silver & Gold is a company involved in the production and services sector, especially gold and silver jewelry. This largest silver company has a unique way of getting its consumers to make large purchases, for example by providing samples to consumers so they can see the details of the existing items. Apart from that, to enter the NAGA SANGA AMURWABHUMI museum, all consumers can access and view the company's collection for free.

### The Role of Leadership in Improving Employee Performance at UC Silver & Gold

The assessment used to evaluate the performance of employees at UC Silver shows that the issues faced by UC Silver & Gold can be seen in the employee performance recap results from 2018 to 2023 below.

**Tabel 1.** UC Employee Performance Assessment Results. Silver & Gold

No	Penilaian Kinerja	Tahun					
		2018	2019	2020	2021	2022	2023
1	Sikap	65	60	79	80	68	78
2	Tanggung Jawab	63	66	76	80	65	75
3	Kopetensi	68	73	75	69	70	72
	Predikat	Cukup	Baik	Baik	Baik	Cukup	Baik

(Source: Human Resource Departement UC. Silver & Gold)

The data in Table 1 shows that the performance phenomenon in UC. Silver & Gold in achieving performance is still not optimal and during 2018-2023 employee performance assessments never received a very good title throughout the year and on average received a Good and Fair predicate even though management expected employee performance to get a very good predicate. Achievement in each category that has been determined by the company is one of the benchmarks for each individual's work. Thus, based on Table 1 in 2018, it indicates that the employee category is performing well. This is felt to be related to the

leadership role that has been carried out so far. So, there is a need for further study using interviews regarding whether there is a relationship between the role of leadership and employee performance each year.

A leader is someone who has an important role in a company or organization that he leads because the leader is responsible for planning, mobilizing and directing all employees in the company to achieve common goals. Leaders in a company are also responsible for managing and improving human resources in the company, so that achieving a company's goals is not impossible to achieve. To find out about the role of leadership in improving employee performance at the UC Silver & Gold company, interviews were conducted regarding the role and function of leaders with UC Silver & Gold leaders as well as interviews in the procurement and operational areas as follows:

#### Planning

Planning can be defined as the entire process and careful determination of the things that will be done in the future in order to achieve predetermined goals. The planning carried out by the leadership at UC Silver & Gold is planning related to operational matters which will be delivered every Monday and carried out during the morning briefing before operational hours. Submission of planning includes activities that will be carried out that day as well as delivery plans in every company activity.

#### Organizing

Organizing is the entire process of grouping people, tools, tasks, responsibilities and authority in such a way, so as to create an organization that can be moved as a unit in order to achieve predetermined goals. UC Silver & Gold leaders organize the tasks given to employees according to the abilities and skills of each employee by looking at the potential that exists in the employees so that employees carry out their duties according to their abilities by looking at the employees' educational background and communication skills.

#### Actuating

The Actuating function is an effort to create cooperation among implementation staff so that organizational goals can be achieved effectively and efficiently. The driving function cannot be separated from other management functions.

influencing and commanding. The leadership provides direction to employees every day, namely during the Monday morning briefing after operational hours are over, namely providing direction regarding today's work targets, providing a specific work schedule, reviewing previous work activities, and motivating and providing clear information regarding tasks and schedules to be carried out the next day

#### Motivating

Motivating is providing a driving force that creates enthusiasm for someone's work, so that they want to cooperate, work effectively and integrate with all their efforts to achieve job satisfaction. UC Silver & Gold leaders motivate their employees by providing rewards and punishment. In providing motivation in the form of rewards, leaders will provide incentives, compensation, and even promotions according to the results of employee performance as measured by how much they contribute to the company and their achievements in carrying out the tasks given. Meanwhile, providing motivation in the form of warning letters to employees who perform poorly and do not comply with existing company rules with the aim that employees will be more careful in carrying out their duties and implementing the regulations that apply in the company.

### Controlling

Controlling is defined as an effort to determine what is being implemented by assessing the results or achievements achieved and if there are deviations from predetermined standards, then corrective efforts are immediately made, so that all results or achievements achieved are in accordance with the plan.

UC Silver & Gold leaders carry out control or supervision of employees in the morning starting with filling in absenteeism, morning briefing with a question and answer session regarding problems faced by employees and finding solutions together through deliberation, supervising the frontliners of museum operations, requesting reports on activities carried out beforehand to employees to ensure that everything goes according to company procedures and objectives, as well as activities that have not been carried out well can be immediately corrected with the aim that errors that occur can be minimized well in the future.

### Evaluating

Evaluating Evaluation is the measurement and comparison of work results that are actually achieved with the results that should be achieved. In this case, the leadership of UC Silver & Gold carries out an assessment of the employees and summarizes it in an Employee Report Card which will be submitted every month with the aim of considering giving promotions, rewards and punishment to employees.

It can be concluded that the factors driving employee performance at UC Silver & Gold are leadership factors, family factors and the facilities provided. By fulfilling several of these factors, employee performance within the company can be improved. So it can be said that leadership at UC Silver is one of the factors that improves employee performance

## Conclusion

Based on the results of interviews and observations that have been carried out using triangulation techniques, the conclusion is that the role of leadership in improving employee performance at UC Silver & Gold is. The role of leadership in improving employee performance at UC Silver & Gold is carried out by implementing the functions of leader management and has been seen to work well. Starting with Planning and ending with an Employee Assessment, it has shown the good efforts made by the company.

## Reference

Afandi. (2018 ). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Yogyakarta : Nusa Media.

Ahmad Yusuf, d. (2022). Peranan Pimpinan dalam Meningkatkan Kinerja Karyawan pada PT Krida Dinamik Autonusa Cabang Selong . *Jurnal Mentari Publik*, 1-10.

Arifin, S. (2019 ). Pengaruh Kompetensi, Kompensasi dan Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Ekonomi, Keuangan, Investasi dan Syariah (EKUITAS)*.

Aron F Polakitang, R. K. (2019). Pengaruh Beban kerja, Lingkungan Kerja dan Stres Kerja Terhadap Kinerja Karyawan Pada PT. Esta Group Jaya. *Jurnal EMBA*, 5-7.

Budiasa. (2021). *Beban Kerja dan Kinerja Sumber Daya Manusia*. Banyumas Jawa Tengah : CV. Pena Persada .

Burhanudin, K. &. (2020). Pengaruh Gaya Kepemimpinan Transaksional dan Transformasional terhadap Kinerja Karyawan Bank BRI Purworejo. *jurnal.ikopin*, 7-18.

Busro, M. (2018 \). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group.

Dr. Muslichah Erma Widiana, D. M. (2020). *Buku Ajar Pengantar Manajemen*. Jawa Tengah: penapersada.

Fahmi. (2021). *Manajemen Kepemimpinan Teori dan Aplikasi*. Bandung : CV. Alfabeta.

Ganyang, M. T. (2018). *Manajemen Sumber Daya Manusia (Konsep dan Realita)*. Bogor : IN MEDIA.

Griffin, R. W. (2018 ). *Bisnis*. Erlangga.

Hasibuan, M. S. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Aksara.

Herman, I. (2020). Peranan Leadership Dalam Meningkatkan Waupnor Distrik Biak Kota. *Mukadimah*, 40.

I Komang Gede, P. S. (2018 ). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan Yang Dimoderasi Oleh Motivasi Kerja Pada Bpr Se-Kecamatan Sukawati Gianyar. *jurnal harian regional* .

Kristina, Naning, and Wahna Widyaningrum. (2019). *MANSKILL Managerial Skill*. Ponorogo: Unmuh Ponorogo Press.

Kriyantono, R. (2020). *Teknik praktis riset komunikasi kuantitatif dan kualitatif disertai contoh praktis Skripsi, Tesis, dan Disertai Riset Media, Public Relations, Advertising, Komunikasi Organisasi, Komunikasi Pemasaran* . Rawamangun: Prenadamedia Group.

Leni Hasan, M. Y. (2020). Peran Insentif Dan Jaminan Sosial Dalam Meningkatkan Prestasi Kerja Karyawan Pada PTGondari Media Pratama Padang. *Journal Of Economic, Business And Accounting*, 10-18.

Muhammad Hendri, d. (2021). Peran Pemimpin Dalam Meningkatkan Kinerja Karyawan CV. Binuang Citra . *eprints.uniska*, 1-5.

Musoli. (2021). Peranan Kepemimpinan Perempuan Motivasi dan Disiplin Kerja Dalam Meningkatkan Kinerja Karyawan . *Jurnal Penelitian Ilmu Manajemen (JPIM)*, 66-67.

Nurjaya, N. S. (2021). Pengaruh Etos Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Dinas Kehutanan Dan Perkebunan Kota Bogor. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(2), 172-184.

Nurrohmah, B. (2020). Struktur dan Strategi Organisasi, Kemampuan Kepemimpinan, Sikap dan Kepuasan kerja dan Konflik. *Academia*.

Robbins, S. P. (2019). *Management*. United States of: Pearson Education Inc.

Rumondan, A. (2021). *Manajemen Kepemimpinan Dan Pengembangan Bisnis*. Jakarta : Yayasan Kita Menulis.

Silaen, N. R. (2021). *Kinerja Karyawan (Edisi 1, Cetakan Pertama)*. Bandung: Widina Bhakti Persada.

Soedarmayanti. (2019). *Manajemen Sumber Daya Manusia*. Bandung: PT. Rafika Aditama.

Suganda, B. (2018). Peran Pemimpin Dalam Meningkatkan Kinerja Karyawan ( Studi pada PT BPRS Aman Syariah Sekampung) . *Metrouniv*, 4-5 .

Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* . Bandung : Alphabet.

Sugiyono. (2021). *Metode Penelitian Kuantitatif Kualitatif dan*. M.Dr. Ir. Sutopo, S.Pd (ed); ke2 ed).

Sutrisno, E. (2020 ). *Manajemen Sumber Daya Manusia*. Jakarta : Kencana Prenada Media.

Usman, H. (2019 ). *Kepemimpinan Efektif*. Jakarta : Bumi Aksara .

Winda Sri., e. a. (2018). Pengaruh Reward dan Punishment Terhadap Kinerja Karyawan. *researchgate*, 7-16.

Wirawan. (2019). *Evaluasi Kinerja Sumber Daya Manusia*. Jakarta : Salemba Empat .