



Leading by Example and Coordination on Employee Performance

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Abstract

A successful organization will be increasingly able to develop and be able to achieve its goals when the leaders in the organization are able to set the right example to achieve employee performance and are supported by the coordination ability of each employee. The results showed that the research variables showed that the leading by example and coordination variables and employee performance had valid criteria, as well as for data reliability testing, that leading by example and coordination and employee performance were reliable criteria. For the results of the regression equation $Y = 12,650 + 0,610X_1 + 0,993X_2$, there is a positive direction coefficient of leading by example and coordination on employee performance. The hypothesized results found that leading by example and coordination have a positive and significant effect on employee performance. Leading by example and being able to encourage coordination by creating positive and collaborative relationships that improve employee satisfaction, engagement and performance. These factors contribute to overall organizational success and effectiveness by promoting a culture of accountability, motivation, and effective teamwork.

Keywords: Leading by Example, Coordination, Employee Performance

1. INTRODUCTION

Today the development of the organizational world is entering a stage of rapid organizational competition, and for this reason all members of the organization are required to be able to demonstrate their ability to support the organization in achieving its goals. This goal can be achieved when members of the organization, both leaders or managers and subordinates (employees) support each other in the success of the organization. The success





of an organization can be supported by the ability of leaders to lead their employees to achieve the successful performance of their employees.. Leadership in any organization plays a very vital role and the importance of leadership in the success of the organization cannot be ignored (Sarwar et al., 2021), leadership as a driver of development, involving the team in decision-making (Văcar & Miricescu, 2013), In addition to being essential to achieving the vision and mission, the process of setting goals, formulating strategies, policies, designs and methods to achieve organizational goals effectively and efficiently (Xu & Wang, 2008). Leaders should have the ability and strength to lead and be able to influence other parties to be able to work in accordance with agreements or goals that have been mutually agreed upon (Silalahi et al., 2022), strong leadership and charisma (Hao & Yazdanifard, 2015), types of leadership in organizations, such as transformational, transactional, autocratic, charismatic, bureaucratic, and democratic leadership (Al Khajeh, 2018), and there is something more important that leaders must also set an example to their employees, leading by example can be measured by more respect and trust, higher productivity , loyal employees, commitment to the organization, have benchmarks to work towards

But the fact is that leaders still often consider their employees as subordinates who flow according to all their orders, 40% of professionals leave their jobs because of leaders who are incapable of being leaders (Half, 2019), because many leaders do not get the support they need and so they end up being bossy (Adley, 2023), a leader is not a boss (Adair, 2000), bosses tend to micro-manage and leave little room for self-initiative, while leaders guide team members to find solutions (Gërguri, 2022), leading by example is today's leadership style, leading by example helps other people see what lies ahead and act swiftly to counter any challenges along the way (Vipond et al., 2023), leaders must be able to set a good example to their subordinates how to achieve good performance. Leading by example means guiding and motivating others through your actions, the instructions given must be clear and directed and not just convey to their subordinates, because that is a human being who has a different mindset, different education and educational background and different family environment, so the leader must be able to be a good example so that the work of the employee is also good, a successful leader is inspiring and motivating your team (Martins, 2022), leaders must be willing to take risks (Aalateeg, 2017). One is to lead by implementing the program and the other is to lead by example, participating in the performance management program both as a coach and a participant (Shannon, 2017), leadership styles have a direct impact on employee performance, and trust is a vital factor (Wilde, 2021).





Besides leading by example, coordination is also able to provide impact on employee performance. Coordination is essential in determining how well employees perform, the results showed that coordination can positively and significantly affect employee performance (Priyambodo & Nugraha, 2019), when coordination is well managed, it can boost output, teamwork, motivation, and organizational performance, employees that are coordinated effectively receive clear instructions, are aware of their responsibilities, and know what is expected of them. Coordination will be necessary if every agency wants to achieve productivity that is efficient and effective (Rampengan et al., 2018), the process of organizing and coordinating the actions of individuals and teams in order to accomplish shared objectives is referred to as coordination, when coordination is successful, it can result in a number of beneficial effects that boost employee performance, however, coordination is often disrupted, due to many factors that become obstacles (Darham et al., 2022), factors that are often a source of problems in coordination are lack of involvement in coordination and lack of response from participants in coordination. (Bouckaert et al., 2010). Coordination flexibility will remain the most important antidote and key to survival during and after a crisis (Vem et al., 2022),

The establishment of coordination between fellow employees and higher leaders will basically provide benefits in achieving performance targets for the organization (Haritz et al., 2020). To improve employee performance, it is necessary to carry out a more effective work coordination analysis in terms of studying in depth about a job systematically, establishing good communication and providing information about tasks, responsibilities, characteristics to be able to carry out work properly and effectively, will create high organizational performance (Kusumawati et al., 2019), to measure the optimality of coordination, communication, cooperation, synchronisation, integrity/unity can be used (Stoner & Freeman, 1989). In reality, there is often a lack of optimality in the coordination process due to the lack of cooperation between work units and the integrity of employees in carrying out their work, which will result in decreased performance and certainly the organisation's goals will be disrupted.

Employee performance is a measure of the ability of employees who are in the organization, and also becomes a carrying capacity or support, and individual performance assessment is very useful for the dynamics of organizational growth as a whole (S. Simatupang et al., 2023), it is done through the order of human resource management (S. Simatupang & Efendi, 2020), for civil servants, performance is measured by employee performance targets and work behavior, which is regulated by (Government Regulation





Number 30 concerning Performance Appraisal of Civil Servants, 2019) and supported by (Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 6 concerning Performance Management of State Civil Apparatus Employees, 2022), where in the regulation to measure performance can be done by quantity, quality, time, cost for employee performance targets and work behavior using service orientation, commitment; work initiative, cooperation and leadership. With good performance, the organization will have an impact that is able to change the sustainability of the organization in a good direction, in other words, the performance of employees is a measure of the success of the organization in which they work (Perangin Angin et al., 2021).

Employees always maintain a positive attitude at work, providing great ideas for team building and long-term company goals (Sofyan et al., 2022), organizational support manifests itself in the psychological perceptions of employees, and affects the new performance of employees through their behavior (Chen et al., 2020)., employees" performance is imperative for organizational outcomes and success (Samson et al., 2015). Performance can be the ability of an individual to be able to carry out their duties in their place of work with the meaning of enthusiasm and have a healthy attitude (Nadeem & Ahmad, 2017), achievement is often associated with the a reflection of the effectiveness and efficiency of a productive organization's services (Diab & Ajlouni, 2015). Although the facts found are that performance is still not in line with organizational expectations because there are still employees who do not have the desire to develop their potential and the inability of these employees to understand the practices of the leader, whereas performance includes quality of input and output, attendance, friendly demeanor, and timely assistance.(Shahzadi et al., 2014).

2. LITERATURE REVIEW

2.1 Leading by Example

Leaders are often viewed as isolated heroes with command and control skills (Saleem et al., 2020). If leadership can make existing institutions more effective, it can be expected that leadership will play a greater role in the early stages of the self-government process, before institutions begin to structure and direct human interactions resource user decisions (Andersson et al., 2020). Leading by example is a leadership and behavior concept that emphasizes the idea that effective leaders should demonstrate the behaviors, attitudes, and values they expect from their followers or team members. In other words, leaders who lead by example don't just talk the talk; they also walk the walk. Leading by example has both a





selection effect (players who prefer to lead by example are more cooperative) and an institutional effect (players increase their contributions when they are required to do so) (Dannenber, 2015), the positive effect of leading by example is weakened when players are heterogeneously endowed (Levati et al., 2007).

2.2 Coordination

Coordination refers to the process of organizing and harmonizing different activities, tasks, or efforts within a group or organization to achieve a common goal, coordination is often referred to as a mechanism for regulating interdependent objects in the form of different groups of tasks, responsibilities, skills, and information that must be aligned in both directions and time to comprehensively achieve organizational goals (T. M. Simatupang & Sridharan, 2002). It involves ensuring that various elements work together efficiently and effectively to produce the desired outcomes. Organizational coordination is seen as an important foundation for creating and achieving good and optimal work (Susanto et al., 2022), ideas developed together to achieve desired goals are implemented when implemented together, showing the importance of the role of coordination in overcoming problems.

2.3 Employee Performance

Performance is an aspect that measures the quality and quantity of people in an organization (Yumte et al., 2017), employee performance refers to how well an employee is carrying out their job responsibilities and contributing to the goals and objectives of their organization. It encompasses the quality, quantity, efficiency, and effectiveness of an employee's work. Effective performance management helps ensure that employees meet job requirements, contribute to the organization's goals, and continually improve their skills and abilities. How well a person performs job tasks and responsibilities affects employee performance. (Silalahi et al., 2023).

3. RESEARCH METHOD

This research was conducted on all employees of the Tourism Office in the Lake Toba region where there are 7 (seven) districts in the Lake Toba region, namely from Karo Regency, Simalungun, Toba Samosir, North Tapanuli, Humbang Hasundutan, Samosir, and Dairi, with a total of 232 employees. Using the Slovin formula = $N/(1+Ne^2)$ (Castillo, 2016), then $n = 232 / (1 + (232 \times (0,05)^2) = 147$ employee. For questionnaire items with a value of



correlation of ≥ 0.30 (Taherdoost et al., 2014) and reliability test with a minimum Cronbach's alpha benchmark of 0.70 (Eisingerich & Rubera, 2010). The equation for the direction coefficient uses simple regression with the formula $Y = \beta_0 + \beta_1X + e$ (Bevans., 2020), furthermore, to get the answer to the hypothesis, it is done with a partial test or t test. The hypothesis that can be bolted on this concept is: that leading by example and coordination are able to influence employee performance positively and significantly

4. RESULT

4.1 Validity and reability test

Table 1: Instrument validity and reliability test

Variables	Validity Test			Reliability Test		
	Correlation	t critical	Criteria	Cronbach's Alpha	t critical	Criteria
Leading by Example	0,688	0,30	Valid	0,944	0,70	Reliable
Coordination	0,661	0,30	Valid	0,909	0,70	Reliable
Employee Performance	0,652	0,30	Valid	0,953	0,70	Reliable

The description for table 1 shows that the results for the validity instrument test of the leading by example variable, coordination and employee performance show the results that the Corrected Item-Total Correlation value $>$ t critical 0.30. These results indicate valid criteria. For the reliability test of the leading by example, coordination and employee performance variables, it shows that the Cronbach's Alpha value $>$ t critical 0.70, so the conclusion is that the leading by example, coordination and employee performance variables have reliable criteria.

4.2 Multiple Regression Equation Test

Tabel 2: Multiple Regression Equation Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
	(Constant)	12,650	4,340		2,915	,004
	Leading By Example	,610	,099	,423	6,127	,000



Coordination	,993	,150	,458	6,623	,000
a. Dependent Variable: Employee Performance					

Table 2 shows the results of an equation with the formula $Y = 12.650 + 0.610X_1 + 0.933X_2$, from these results a conclusion can be made that the variables of leading by example and coordination have a positive coefficient direction on employee performance. The positive correlation coefficient between the two variables and employee performance can be explained by the better the leader in setting an example and coordinating activities, the higher the employee performance. This statement shows that "leading by example" and "coordination" are positively related to employee performance. In other words, when leaders lead by example and coordinate team or organizational activities effectively, it tends to have a positive impact on employee performance.

4.3 Hypothesis Testing

Table 3: Hypothesis testing

Model		t	Sig.
1	(Constant)	2,915	,004
	Leading By Example	6,127	,000
	Coordination	6,623	,000

The results for table 3, show the concept for testing the research hypothesis with the t value for leading by example 6.127 and coordination with t count 6.623, then for a significant count for leading by example 0.000 as well as coordination 0.000. In order for the answer to the hypothesis to be obtained, it is done with the df (n-k) formula: $147 - 3 = 144$, this result will show the t table value of 1.976. The conclusion is that the calculated t value of leading by example $6.127 > t$ table 1.976, as well as the calculated t value of coordination $6.623 > t$ table 1.976, then the calculated significant value of leading by example $< @ 0.05$ as well as the calculated significant value of coordination $0.00 < @ 0.05$. The explanation that can be given is that the hypothesis is accepted that there is a positive and significant influence of leading by example and coordination on employee performance because the t





value of each variable is > from the t table and the significance count for all variables is 0.000 < 0.05.

5. DISCUSSION

5.1 Effect of Leading by Example on Employee Performance

When a leader leads by example, they set a positive and influential precedent for others to follow. This can apply to various aspects of leadership, such as work ethic, integrity, communication, teamwork, problem-solving, and more, a good leader will treat his or her direct team the way they want other managers to interact with their staff. By actively engaging in the behaviors and practices they want their team to adopt, leaders inspire trust, respect, and motivation among their followers. An important and effective factor that a leader must consider while mobilizing his subordinates is role model or role model, because the actions taken by the leader serve as a role model and have a very large impact on the employees compared to the number of employees. Leading by example has a significant impact on employee performance because someone who leads by example can expect to receive respect from their superiors, people who work alongside them and their employees (Krosel et al., 2023), When leaders exemplify positive attitudes, a strong work ethic, and a commitment to the organization's values, it creates a positive work culture. Employees are more likely to adopt similar values, leading to increased job satisfaction and a sense of purpose.

Leading by example, one of the important dimensions of empowering leadership is studied as a new leadership style, and the predictive effect of leading by example on organizational psychological ownership and job psychological ownership is verified (Ye et al., 2022), and can contribute to creating a positive and productive work environment. Leading by example shapes the organizational culture, influences employee behavior, and sets the tone for how work is approached, and can be effective leadership practices and incentives can provide strong returns to the organization and the various stakeholders involved (Eldor, 2021). When leaders model the behaviors and attitudes they expect from their employees, it creates a positive ripple effect that can lead to improved performance, increased job satisfaction, and a more cohesive and motivated team, leading by example sets the standard for how the leader wants his team to behave and perform. If the leader expects his employees to work hard and be productive, the leader himself must demonstrate such behavior (Viter, 2023), leaders can lead by example is by being the first to come in and the last to leave (Franklin, 2023). Leadership plays an important role in defining team direction,





developing strategies and implementing them effectively to achieve goals, communicating effectively, aligning objectives across the organisation, developing employee competence, accountability, and making the best use of resources, because leaders set clear goals for their employees and outline how to implement these goals effectively.

5.2 The Effect of Coordination on Employee Performance.

Coordination is a fundamental aspect of management and teamwork, as it helps prevent conflicts, redundancies, and inefficiencies that can arise when activities are not properly synchronised, and is of critical importance in a variety of contexts, including business organisations, project management, sports teams, government agencies, and social or community groups, coordination terms and theories have been developed in various fields to coordinate functions between components and objects, because of their usefulness to the organisation. components and objects, because of their usefulness to the organization (Osifo, 2013). When coordination is well executed, it increases efficiency, reduces resource wastage, improves decision-making, and contributes to the overall success of the group's efforts, and this in turn impacts the successful performance of employees, This is in line with research (Wang et al., 2021) which states that employee performance is affected by coordination, because coordination plays a vital role in organizational commitment and performance.(Babu, 2018), coordinated efforts promote a collaborative and supportive work environment. When employees work together smoothly, it fosters a culture of teamwork, reducing stress and enhancing job satisfaction. Coordinated efforts reduce redundancies and streamline processes, contributing to increased efficiency, when tasks are well-coordinated, each team member understands their role, leading to a smoother workflow and enhanced productivity..

Coordination promotes better communication between team members and different departments, coordination and collaboration among employees is very important in the accomplishment of each and every target (Rasool & Lodhi, 2015). When communication channels are clear and open, employees are more likely to understand their roles, expectations, and how their work contributes to the organization's overall goals, effective coordination fosters collaboration and teamwork, employees work together seamlessly, they can leverage each other's strengths, share knowledge and solve problems together. Coordinated efforts ensure that individual and team goals are aligned with those of the organization, and will be more effective if done through frequency and quality communication, and through high quality of influence among actors or workers in the





association (Nurrochmawardi et al., 2018). When employees understand how their work contributes to the bigger picture, they are more motivated and engaged, leading to better performance. When employees feel supported and valued, their job satisfaction and morale tend to be higher, which can have a positive impact. In summary, effective coordination helps create a positive work environment, optimize processes and improve communication, all of which have a positive impact on employee performance. Organizations that prioritize and invest in coordination mechanisms are likely to experience greater productivity and overall success.

6. CONCLUSION

Leading by example embodies the idea that leaders lead by demonstrating desired behaviors, integrity, and dedication, thus inspiring employees to follow suit. Whereas "coordination" refers to a leader's ability to coordinate tasks and resources among team members or departments to achieve a common goal. conclusion, leading by example and fostering coordination creates a positive work culture that motivates individuals to do their best. eaders who prioritize efficiency, time management, and quality work set a standard for optimal performance. Employees are more likely to follow suit, resulting in increased productivity, coordinated teams streamline processes, eliminate redundancies, and optimize workflows. This results in improved overall performance as tasks are efficiently executed, and resources are utilized effectively. This leadership approach contributes to improved communication, trust, problem-solving and overall team efficiency, resulting in a significant positive impact on performance.

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