

THE IMPLEMENTATION OF THE SHARED LEADERSHIP MODEL TO DEVELOP EMPLOYEE PERFORMANCE

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Abstract: This study aims to uncover and understand the application of the Shared Leadership pattern in managing PIER, to know the Shared Leadership model applied by management in managing PIER, and to reveal and understand the performance of PIER employees by applying the Shared Leadership pattern. This study uses a qualitative research method of a case study approach. The research informant is the department head and PIER staff. The research findings show that the application of Shared Leadership patterns in improving employee performance is derived from the themes contained in the attributes of Shared Leadership, including learning systems, leadership systems, and motivation systems. Shared Purpose, including personality, attitude, and ability. Social Support, including resources, organisational structure, organisational support, and awards. Voice, including expertise, perception, effort, and individual attributes. Shared purpose, social support and voice can create knowledge-sharing and work environments to improve employee performance. Further studies are needed on shared leadership in the same model applied to different objects.

Keywords: Shared Leadership, Knowledge Sharing, Work Environment, Employee Performance



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The company is an institution that houses human activities, where the activity is related to the role of leaders in improving employee performance. Corporate leadership determines employee performance, which can lead, help others to do work, provide good direction for employees, and build the company's vision and mission to inspire

and create something new. Employee performance can be seen from good quality work and good employees that must be fully considered as a whole (Wibowo, 2010).

Pasuruan Industrial Estate Rembang (PIER) is unique since PIER has employed a shared leadership model to develop employee performance. Moreover, PIER also uses a shared leadership model because this model is properly implemented for all involved parties and according to the context of the organisation's plans. Leadership can affect a particular group to achieve goals (Robbins, 2003). To

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achieve the organisational goals optimally, the manager must have a lead character. Leadership and management certainly have different significance, but they are interrelated. Thus, both of them must be interrelated and not be apart to achieve organisational goals.

PIER is regarded as the biggest wastewater management center in East Java which is equipped with bonded zone and aimed to support export-import activities. The goal of export-import activities and customs will enable the investor to run export-import activities easily. Currently, PIER is processing to build *PLB (Pusat Logistik Berikat)* to make easier, cheaper export-import activities in advance, which aims to make the investors' products in this sector will be able to compete internationally. The products will be survived and keep interesting for many customers.

The research concerning shared leadership aims to improve employee performance in the organisation, which is still less observed. The shared leadership model is very significant in this modern era because it tends to be always focused and effective in developing the organisation's performance (Carson et al., 2007). The development of interest in shared leadership is affected by the values shift, which relieves the burden and challenge of the organisation and brings cooperation or teamwork to develop the organisation's performance (Spisak et al., 2015). Huang (2013) has discovered that the organisation's performance in its implementation often occurs in some problems, especially technical or operational. Therefore, it needs to be a solution to connect shared leadership and knowledge sharing to improve performance through knowledge sharing and team characteristics.

This study wants to uncover and understand the application of shared leadership patterns in managing PIER (Pasuruan Industrial Estate Rembang), find out the shared leadership patterns applied by management in managing PIER (Pasuruan Industrial Estate Rembang) and reveal and understand the performance of PIER employees (Pasuruan Industrial Estate Rembang) by applying the shared leadership pattern.

LITERATURE REVIEW

Shared Leadership

The leadership model consists of two following models: Vertical Leadership and Shared Leadership (Pearce and Barkus, 2004). As it has been mentioned by Pearce and Barkus (2004) in their article under the title "The future of leadership: Combining vertical and shared leadership to transform knowledge work", there are three conditions under which turn the shared leadership model must be implemented in the leadership field, as they are: 1) when the interdependence has existed between work knowledge; 2) when the creativity in work is required. Implementing the shared leadership model in this context can give more and solve the problem by raising smart ideas or suggestions that were not thought of before, and 3) when the problem is more complex.

Shared leadership was meant an ideal form of leadership that until recently was implemented in many organisations, schools, and hospitals. Shared leadership refers to the leadership model in which the authority is distributed, and the share has been agreed upon collectively. Then, not only one person had full authority in the organisation. As the era developed, the approaches of shared leadership became a choice for many parties since it was matched to the context of organisational needs. Moreover, shared leadership is a model of leadership that offers an opportunity for the leader to share their leadership with the subordinate, either to formulate organisational goals, assignments, decision-making, or other attempts to improve organisational productivity.

The process of shared leadership would not run when there was no clear agreement from the leader to the team member or even among other member teams. Failure in this process would cause interpretation errors among team members, which affect the work realisation and difficult in outcome achievement. Moreover, the leader must be able to manage dynamics, especially external matters, which could affect the performance of the internal team. Relating to the issue was a key within the implementation of shared leadership, and the organisation could

facilitate the development of shared knowledge in more optimal. As it has been explained by Pearce and Barkus (2004) that there were three methods that the organisation could implement through the mechanism of training and system development, reward system, and cultural system. It has been known that implementing new things frequently results in resistance since many people would feel comfortable with the existing condition. However, they had known that if they moved to a better system, it would produce a more optimal result. As well as on PIER, the monthly meeting functioned as coordination and observation of organisation performance. In this chance, the leader usually had a role in observing each department in PIER and identifying how far the development of employees had been settled and not been settled yet, next from the head of the department would give instructions and follow up on the things that should be fixed to achieve organisation goals.

Employee Performance

Sulistiyani (2003) stated that individual performance was a combination of competence, effort, and opportunity, which could be valued from the work result. Hasibuan (2001) asserted that work performance (work achievement) was a result of work that an individual has achieved to perform tasks and responsibilities based on skill, experience, sincerity, and time. Benardin and Russel in Ruky (2002) defined performance as *“performance is defined as the record of outcomes produced on a specified job function or activity during a period of time”*. The achievement or performance was a record of results derived from particular work functions or activities during a period of time. The definition of performance has also been proposed by Simanjuntak (2005) that it was a level of result achievement over a particular task accomplishment. The organisation's performance was referred to as a level of result achievement to realise the organisation's goals. Performance management was an overall activity that aimed to improve organisation performance, including the performance of each individual and work team in the organisation. Dessler (2009) stated that performance referred to an actual achievement

rather than achievement expectation from the employee. The expectation on work performance was an arrangement of standard achievement, which became a reference to value the employee performance according to the position rather than the established standard. Besides, the performance could also be seen from employees to other employees.

Siagian (2002) stated that for the individual, the performance assessment has a role as feedback to many aspects such as ability or competence, fatigue, weakness, and potential, which in each turn would benefit determining the goal, path, plan, and career development. For the organisation, the result of the performance assessment was very significant in its relation to the decision making which related to some aspects such as identification of needs of educational and training program, recruitment, selection, introductory program, placement, promotion, reward system, and other aspects in the process of human resource management.

METHOD

PIER (Pasuruan Industrial Estate Rembang) has been selected as the research object because this organisation was an industrial area that contained a hundred organisations, and the majority of organisations in this area were foreign investments. The setting of this research is PIER (Pasuruan Industrial Estate Rembang) which is located on Jalan Raya Raci, Bangil, 67153, Jati, Pandean, Rembang, Pasuruan, East Java 67152. The selection of settings is made deliberately (purposive) with the consideration that there is a leadership pattern that is shared leadership applied at PIER (Pasuruan Industrial Estate Rembang) in improving employee performance. The research method was the qualitative method through a single case study design from Yin (2009) and a technique of data analysis from Yin (2011). The qualitative research approach aimed to seek information as deeper as possible in the research location. The methods of data collection were observation, interview, and documentation. Observation is an important part of gathering data because observers can see the events on the object (Yin, 2011). In other words, researchers as observers, observations made during recess. The

researcher analyses how things are in the company and interact with the department head and other staff. In this study, observations and records are carried out directly on matters relating to the leadership patterns applied to PIER.

The study was conducted on August - September 2018 to conduct initial observations. Based on the previous preliminary survey, researchers saw the shared leadership used by leaders in leading the company to further advance the PIER (Pasuruan Industrial Estate Rembang). The determination of informants in this study was carried out purposively, and purposive snowball was intended to adjust the research objectives and with consideration that there was conformity to the information needed following the research objectives.

This observation is important because researchers go to the field directly and observe the conditions in the places intended by researchers. The researcher chooses structured interviews because there are interview guidelines whose contents are related to the leadership pattern adopted by PIER. The researcher collects various documents from the documentation technique that will be used as a source of supporting data related to the company profile, company vision and mission, and work programs. The researcher also took photographs of the coordination meeting at the company and when the researchers interviewed informants. Thus, the document study in the research was conducted to sharpen and complement data on the application of shared leadership patterns in improving employee performance at PIER. The data validity covered credibility, transferability, dependability, and conformability.

RESULTS AND DISCUSSION

Shared leadership must be implemented within a leadership. First, when there was a situation of interdependence between work knowledge. On PIER, although the head of the department existed in each division, one another must keep cooperating to achieve the goal of the organisation's development. Second, when creativity was needed at work. The practice of shared leadership could formulate more solutions to problems, as much as brilliant ideas or suggestions that were not thought of before.

Moreover, on PIER, the staff could openly give a proposal to the leader, a complaint, or a suggestion, which could be openly accepted by the leader. Third, when the problem was more complex. As it has been implemented on PIER, although there was a head of the department, each division must keep cooperating, even though sometimes they still set their ego among individuals and the role of staff in the organisation was aimed to create continuity of all members and leader to achieve collective goals. The team facilitated shared leadership, which covered three dimensions: shared purpose, social support, and voice (Carson et al., 2007).

Data validity includes credibility, such as using triangulation techniques. The types of triangulation used in this study include Source triangulation. In this process, the researcher tests the credibility of the data obtained by comparing similar data through various data sources, namely comparing one informant's information with another informant's information on the same type of data and comparing one document with another related document. In this process, the researcher compared the documentation data with the results of interviews and other information relevant to this study. Transferability is like making a good report, raising a research theme full of essential meaning and giving a detailed, clear, systematic and reliable description. Dependability such as conducting an audit of the entire research process, starting from determining the problem, entering the field, determining the source of data, conducting data analysis to make conclusions and confirmability as researchers report the results of research because they have conducted a series of research activities in the field. It is necessary to conduct an audit trail, that is, to inspect to ensure that the things reported are indeed the case to maintain the truth and objectivity of the results of the research.

The data analysis in this research employed the analysis method proposed by Yin (2011), as data collection, data reduction, data display, data interpretation, and conclusion, which aimed to analyse the result of field observation. The researcher chooses structured interviews because there are interview guidelines whose contents are related to

the leadership pattern adopted by PIER. The researcher collects various documents from the documentation technique that will be used as a source of supporting data related to the company profile, company vision and mission, and work programs. The researcher also took photographs of the coordination meeting at the company and when the researchers interviewed informants. The researcher collects various documents from the documentation technique that will be used as a source of supporting data related to the company profile, company vision and mission, and work programs. The researcher also took photographs of when the coordination meeting took place at the company and when the researchers interviewed informants. Thus, the document study in the research was conducted to sharpen and complement data on the application of shared leadership patterns in improving employee performance at PIER. Thus, the document study in the research was conducted to sharpen and complete data on the application of shared leadership patterns in improving employee performance at PIER. Five informants were involved in this research. Two of them were key informants, while the three were supporting informants.

Shared Leadership in PIER is applied because PIER is a service company. Therefore they dare to take the risk, as revealed by Badrani (2015), that traditional leadership in its implementation is considered ineffective, so that shared leadership is needed to improve company performance. PIER uses a shared leadership pattern because it is good for all parties concerned and in the context of the needs desired by the company. PIER is the largest wastewater management center in East Java, equipped with a bonded zone for export-import activities. The purpose of the existence of export-import activities and customs is that investors in it can carry out export-import activities easily. At present, PIER is building a PLB (Pusat Logistik Berikat) to make it easier and cheaper so that the existing investor products in this region can compete abroad, survive and remain attractive to many consumers. As time goes by, science related to the work is highly required. The shared leadership model on PIER can be achieved by implementing job descrip-

tions and SOP. It starts with the employee, and the work must be recorded and noted. The task of the leader in that organisation is then only to control. If the employee's work is appropriate to the target, the organisation will run well according to the established lines or directions. Besides, the organisation's Occupational Health and Safety (K3/Kesehatan dan Keselamatan Kerja) must also be maintained to optimise employee performance. Next, suppose negligence may have existed someday. In that case, this problem must be soon handled by the head of the department and then submitted to the head of the unit and then to the supervisor and finally submitted to the executor. To achieve the collective goals with other employees, the leader in this organisation has established a "Code of Conduct", which enables the head of the department to direct goals to achieve the organisational target. On the other hand, PIER has Organizational Work Plan (*RKP/Rencana Kerja Perusahaan*), which enables the managers to give direction to the employee to achieve a particular goal, and the employees are obliged to have self-awareness of each responsibility to achieve the collective goals.

At PIER, subordinates or staff can provide input when they feel something is missing in their work or supporting facilities. Employees here are not afraid of being felt by the boss, but rather to be reluctant. For example, when billing administration implementation staff feel that there is a lack of work support, such as facilities that need to be replaced or are not suitable for use, they can convey this to superiors, and the supervisor can go directly to the location. PIER also allows work evaluations 3-4 times in 1 month to report and discuss the work results in each section and see the extent of work completed for mutual progress. Work risks must also be handled according to the K3 procedure. If this is supported, all work will run smoothly according to the target. From the findings of this study, it can be obtained that the application of leadership sharing patterns applying leadership sharing patterns in improving employee performance are meanings derived from themes related to the attributes of Joint Leadership using learning systems, leadership systems, and motivation systems. A common goal us-

ing personality, attitudes, and abilities. Social Support, Funding Support, Organization, Organizational Support, and Awards. Sound, competence, perception, experiment, and individual attributes. Common goals, social support and voice can produce knowledge sharing and a work environment in order to improve employee performance.

Learning systems play an important role in improving employee performance. Watkins and Marsick (1993) stated that HR development is a combination of career improvement training and organisational development through a situation in which the group adapts and behaves following existing social norms. When PIER leaders provide a good image to employees so that they can be role models for employees. On the other hand, employees at PIER also have a sense of responsibility towards their workers. Therefore knowledge of the work is needed so that the company's performance is as expected. For example, Mr Alim, a Head of the Ministry of Finance, General and Security, is 51 years old. He said: "There is a Code of Conduct that is used to achieve the goals desired by the company". In the Leadership System, the PIER is the leader who can influence, direct, motivate, and supervise employees to perform existing tasks so that they can be completed according to deadlines and achieve goals and objectives. As stated by Mr Iwan, Head of the Department of Business and Customer Relations, who is 24 years old. He stated, "The benefits of Shared Leadership, namely, employees feel they have responsibilities that must be carried out. Therefore there is cohesiveness between employees with one, giving rise to confidence to carry out their duties. Work becomes light because of mutual help from one employee to another ". The motivation system in PIER is when there is a push for someone to do tasks according to the job description and SOPs set at the company. With motivation, employees have a sense of responsibility inherent in each individual. As Mr Iwan said, "Providing additional knowledge to each employee outside of their formal education, by providing motivation and their needs to continue the career of each employee". Kartono (2006) stated that personality is the nature and behavior of a person who distinguishes it from

others: integration of the characteristics of structures, patterns of behavior, interests, convictions, abilities and potential that a person has and everything about one's self as known to others. In PIER, directing leaders to have a good personality. Because here, the role of the leader is that it can influence others to want to work together to achieve goals, and it is their responsibility. In addition, employees at PIER also have the same understanding of the company's main objectives and are ready to take steps to ensure a focus on shared goals so that they can run on the target. As said by Mr Muh. Narto is a general administrative staff member who is 43 years old. He said: "We're here long-time employees, so we already know which work to do, no need to wait for orders from superiors. Because we already have self-awareness, there is no need to wait for orders". Attitude on PIER is the leader behaves fairly towards all employees. On the contrary, employees have a sense of responsibility for each individual because the group and the company can account for their responsibility. That way, employees cannot work alone. There must be mutual support between one another. Mr Muh. Narto said: "All the employees here are executing, so everyone already understands the job. For example, when I buy it, when I pay for it, time for this message. I am in general administration and finance; for example, it's time to receive deposit money today. futsal field, I deposited it into an independent bank. After that, I made the memo, submitted it to the supervisor, then to the head of the unit and asked for a signature from the head of the division. "The ability contained in PIER is the target of ignition that the company has implemented. this technology is also getting more sophisticated, and PIER does not want to be left behind because PIER has implemented QPI, so it functions to monitor or control employee performance. The company has implemented the organisational structure. Employees at PIER are only to carry out tasks that have been adjusted to each job description. Robbins (2007) stated that organisational structure determines how work is divided and formally grouped. For example, in the RKP at PIER, it is used to measure the performance of employees each year with an assessment of em-

ployees to the head of the unit, then to the head of the department afterwards to the director board. Appreciation with the appreciation of the company, employees, are increasingly eager to carry out their responsibilities. With the achievements, there must also be employee benefits, so the company has prepared a reward by giving employees bonuses, being appointed to a higher position and so forth. As said by Mas Hafis, a 23-year-old environmental control staff member as follows: "For a kind of rewarding, for example, we have achievements that can later become a record of the employees concerned, but later they can be considered by superiors, especially related to supporting styles such as rewarding, bonuses or gift". Organisational support is the support between individuals with one another. As with PIER, superiors provide opportunities for each employee to add knowledge, that is, additional knowledge beyond formal education that he already has, by motivating so that there is an intention to develop his knowledge and his needs for career continuation of each employee, like attending a seminar. As Mr Iwan said, "We can provide opportunities for each employee to increase knowledge, meaning additional knowledge outside of formal education that employees already have by providing motivation so that there is an intention to develop their knowledge and their need for continuing career from each the employee". Organisational support affects the performance of employees because the support of the organisation will have a positive impact on the company concerned. Employees will value organisational support to meet their socio-emotional needs as an indication of the readiness of the organisation to provide assistance and the reward for increasing efforts to carry out one's work effectively (Eisenberger et al., 1986). The positive response is expected to affect employees because positive emotional management positively impacts the performance of tasks (Goleman, 2000). Resources at PIER when the company (superiors) are available to always be alert to employee complaints, for example, about performance problems or supporting work that is no longer suitable to use. PIER itself is indeed an obligation for cooperation between superiors and employees because it has become a vision

and mission for the company to achieve a common goal. Expertise, in addition to the leader, is obliged to handle the company, and employees can contribute to the company. Employees at PIER must have work intentions and knowledge of each individual. Besides being able to work individually, employees can also work in teams (in collaboration). Perception when leaders and employees must be consistent, so each employee has been given a job description so that the task of the supervisor direct and employees who practice. In addition, he needed to appear and speak up and dare to sit and listen. Individual attributes, when each PIER employee has self-awareness of their responsibilities and knowledge about performance. As Mr Iwan said: "Our employees are smart, our work is light because of the help from the employee, the company targets are always achieved, then employees become confident in carrying out their daily tasks". Work Efforts and cooperation between employees and all related company parties. Employees can openly express opinions or suggestions to achieve a common goal. As said by Mr Abd. Rhoman, a billing administration staff aged 48 years, says, "Does not inhibit employees, so what we need to convey to superiors, immediately met".

The leader conducted knowledge sharing with the subordinate to share knowledge and achieve the collective goals. Hansen et al. (1999) stated that knowledge sharing was defined as a voluntary activity (process) that aims to share knowledge of his own from one individual to other individuals or other groups within the organisation. Besides the leader to the employee, the practice of knowledge sharing was also seen among PIER employees. Even though they have their job description, they keep helping and sharing knowledge from one individual to another to achieve the collective goals for the sake of organisational goal achievement. The knowledge shared from the leader to the employee covered these aspects: knowledge of performance, responsibility, and training related to leadership.

Moreover, knowledge sharing could exist among individuals, in and among teams, organisational units, and organisations (Glassop, 2002). A convenient and safe work environment could make the employee

work in spirit and have a happy feeling. This condition could affect the development of employee performance levels. The condition of the work environment could be valued as good if the individual within the organisation could perform activities in optimal, healthy, safe, and convenient ways. Getting adjusted to the work environment could affect a long period of time.

On the other hand, a bad work environment would impact the difficulties in obtaining an effective and efficient work system. The related community in PIER have found convenience in their work environment. Further, the support among individuals, help from either the leader or employee, convenient and clean work environment, and adequate facilities. Ardana (2012) stated that “the safe and healthy work environment is proven effective to the productivity”. In addition, it has been declared that “the fun work condition can cover to work environment and supporting facilities that function to speed up the work accomplishment”.

CONCLUSIONS

PIER applies shared leadership patterns in improving employee performance. PIER uses shared leadership because it is good for all parties concerned and follows the context of the needs desired by the company. The leaders at PIER are willing to accept suggestions, criticisms, and input from subordinates to achieve company goals. The dimensions of the shared leadership model: are shared purpose, social support, and voice. From those three dimensions, it raised theme attributes such as learning system, leadership system, motivation system, personality, attitude, ability, resource, organisational support, organisational structure, appreciation, expertise, perception, work effort, and individual attribute.

Furthermore, shared leadership was used to expand competence and characteristics, relieve problems from time to time and could identify potential from all organisation members to work effectively and efficiently. The convenient work environment would impact good employee performance. The leader in PIER gave knowledge of work performance to the employee and self-responsibil-

ity as well as the employee's wish. In PIER, knowledge sharing impacted the development of employee performance. Employees' ability was an aspect that must be considered important within the organisation. The employee could give feedback, be responsible, be flexible in performing the task, and commit. The knowledge of employee skill and ability were significant since they could affect the organisation's development. Both leaders and employees in this environment have a leadership spirit. Therefore, they were able to realise the organisation had better performance.

RECOMMENDATIONS

Research that reveals the shared leadership pattern associated with employee performance is always interesting and will enrich various studies with different approaches or applications in different studies. Therefore, it is suggested that the study on shared leadership in a similar model should be examined on different objects or discover other findings besides the existing or previous research findings. To PIER (Pasuruan Industrial Estate Rembang), the additional program or training aims to add work knowledge, work relation, protection and training for all involved organisational parties. Then, they can work in a team to achieve organisational goals.

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