

INTEGRATION OF TRANSACTIONAL LEADERSHIP AND TEAMWORK IN IMPROVING EMPLOYEE PERFORMANCE: A STUDY AT BAZNAS EAST LOMBOK REGENCY

Hapipi Jayadi

Universitas Nahdlatul Wathan Mataram

hapipijayadi@gmail.com

Agus Safari

Universitas Nahdlatul Wathan Mataram

agussafario07@gmail.com

Abstract

This study aims to analyze the influence of transactional leadership and teamwork on employee performance at the National Amil Zakat Agency (BAZNAS) of East Lombok Regency. Using a descriptive qualitative approach, data was obtained through in-depth interviews, observations, and documentation of internal BAZNAS parties related to human resource management and institutional performance. The results show that the transactional leadership style applied through the reward system and discipline has contributed to the formation of a directed and productive work culture. On the other hand, structured and communicative teamwork also creates synergy between employees and strengthens the effectiveness of the institution's program implementation. These two variables, both partially and simultaneously, have been proven to have a positive impact on employee performance in terms of discipline, speed of service, and work responsibility. These findings confirm that the combination of assertive and managerial leadership with solid teamwork is an important prerequisite for building an effective and accountable social service organization. This research is expected to be a reference in the development of human resource management strategies in the zakat sector and other social institutions.

Keywords: Leadership, Baznas, Management Human Resources.



A. Introduction

In the modern world of organizations, leadership quality is a strategic element in encouraging work effectiveness, achievement of goals, and institutional operational stability. One of the leadership approaches that is widely adopted in the public and private sectors is transactional leadership, which is a leadership style that emphasizes the reciprocal relationship between leaders and subordinates based on a reward and punishment system. Bernard Bass states that transactional leaders tend to direct and motivate followers based on adherence to established commands and agreements, and offer rewards if work is completed on target.¹

This leadership style does not rely on changing values or moral transformation, but rather focusing on control, supervision, and achieving tasks efficiently. Transactional leaders play the role of performance regulators and decision-makers in both procedural and technical situations.² This makes it relevant in the context of formal institutions such as the National Amil Zakat Agency (Baznas), which demands firmness in the management of public programs and services.

On the other hand, the quality of teamwork is also the main determinant of the success of an organization. In an increasingly complex and interdependent work environment, the ability to work

¹ Bernard M. Bass, *Leadership and Performance Beyond Expectations* (New York: Free Press, 1985), 120.

² Bass, *Leadership and Performance*, 121.



in teams, share responsibilities, and achieve synergies through cross-functional collaboration is an absolute prerequisite for the creation of superior organizational performance. Stephen Robbins and Timothy Judge say that effective teamwork can produce positive synergy, which is a situation in which the results of team performance exceed the accumulation of individual contributions.³

In the context of social service institutions such as Baznas East Lombok Regency, a combination of a firm leadership style and solid team collaboration is very important. As a non-structural organization authorized by law to collect and distribute zakat, infaq, and alms, Baznas is faced with high demands for public accountability. Therefore, each individual in the institution must work within a systematic, measurable, and aligned framework with the goals of the institution.

The importance of leadership in this context is also affirmed by Rauch and Behling, who state that leadership is the process of influencing organized group activities to achieve a common goal.⁴ Furthermore, Hemphill and Coons say that leadership is an individual behavior directed at moving the group to achieve its goals.⁵ This means that leaders are not only directors, but also catalysts for the effectiveness of employees' work.

³ Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior*, 13th ed. (New Jersey: Pearson, 2009), 51.

⁴ Rauch and Behling, as quoted in Saefuddin Mubarok, *Leadership in Organizations* (Jakarta: Prenada Media, 2014), 33.

⁵ Hemphill and Coons, in Mubarok, *Leadership in Organization*, 31.

Meanwhile, according to Hughes, teamwork is an equal individual connection in an organizational structure, where each member understands the task, plays an active role, and contributes to the collective success.⁶ In institutions like Baznas, solidity of teamwork is needed considering that the social service tasks they carry out are complex and demand speed and precision in program distribution.

Previous studies have shown that there is a positive correlation between leadership and teamwork and employee performance. Research by Imam Fauzi (2021), for example, shows that leadership style and work motivation have a significant influence on improving employee performance both partially and simultaneously.⁷ Another study conducted at Baznas Palembang City also proves that transactional leadership and teamwork together have a positive impact on organizational performance.⁸

The increasing social complexity and dynamics of the needs of the community served by Baznas require an adaptive and professional managerial approach. Technological developments, demands for public accountability, and expectations for the effectiveness of zakat distribution make leadership and teamwork two elements that cannot be ignored. Leaders in this era are not only

⁶ Richard Hughes et al., *Leadership: Enhancing the Lessons of Experience*, 6th ed. (New York: McGraw-Hill, 2012), 78.

⁷ Imam Fauzi, "The Influence of Leadership and Motivation on Employee Performance," *Journal of Administrative Sciences*, vol. 9, no. 1 (2021): 44–55.

⁸ R. Yuliana, "The Influence of Transactional Leadership and Team Work on Employee Performance at Baznas Palembang," *Thesis*, University of Muhammadiyah Palembang, 2020.

required to have technical competence, but also interpersonal skills in managing the potential and diversity of the team they lead.⁹

In public sector organizations, the quality of leadership and teamwork will be directly reflected in employee performance. Employee performance, according to Mangkunegara, is the result of quality and quantity of work achieved by a person in carrying out his duties in accordance with the responsibilities given by the organization.¹⁰ Therefore, variables such as leadership and teamwork need to be further analyzed in relation to productivity, loyalty, and efficiency in the implementation of Baznas employees' duties.

With this background, this research was conducted to answer several basic questions whether transactional leadership has a significant effect on employee performance in Baznas East Lombok. This research is expected to make a theoretical contribution to enrich the study of public management, especially in the field of leadership and organizational behavior, as well as a practical contribution in the development of HR management strategies that are relevant to Baznas and similar social institutions.

B. Method

This research was carried out at the National Amil Zakat Agency (Baznas) of East Lombok Regency, West Nusa Tenggara

⁹ Sobry Sutikno, *Leadership Ethics in Modern Organizations* (Yogyakarta: Pustaka Siswa, 2018), 10.

¹⁰ Anwar Prabu Mangkunegara, *Corporate Human Resource Management* (Bandung: Remaja Rosdakarya, 2005), 67.



Province. This location was chosen purposively because it is relevant to the focus of research that examines the relationship between leadership, teamwork, and employee performance in zakat management institutions. The data collection process was carried out for two months, starting from July 2 to August 30, 2023, which allowed researchers to make in-depth observations of organizational work dynamics and interactions between employees in a fairly representative time.

1. Types and Approaches to Research

This study uses a descriptive qualitative approach. The aim of this approach is to understand social phenomena contextually through the direct interaction between the researcher and the object being studied in their natural environment. This method is used so that researchers can capture the subjective meaning inherent in the actions, policies, and organizational culture of Baznas East Lombok. As stated by Sugiyono, qualitative research is inductive and emphasizes meaning rather than statistical generalization.¹¹

2. Data Sources and Research Informants

The data sources in this study consist of:

- a. Primary data, which is data obtained directly from in-depth interviews and participatory observations of key informants. Informants were selected based on the relevance of their role in the organizational structure of Baznas.

¹¹ Sugiyono, *Metode Penelitian Kualitatif, Kuantitatif dan R&D* (Bandung: Alfabeta, 2015), 9.



b. Secondary data, namely data obtained through official documents, books, annual reports, results of previous research, and information from electronic and print media. According to Moleong, documents are complementary sources that function to strengthen the validity of field findings.¹²

3. Data Collection Techniques

This study uses three main techniques in data collection, namely:

a. Observation

Observations were carried out to directly observe the work situation, interaction between employees, and leadership style applied by Baznas management. The observation technique used is structured, focusing on aspects that have been formulated beforehand. Observation helps researchers get visual and behavioral data that don't always show up in interviews.¹³

b. Interview

Interviews are conducted in depth and semi-structured to informants who have direct authority or experience related to leadership, teamwork, and performance dynamics. This technique allows researchers to explore background information, personal perceptions, and clarification of data that emerges during observation.¹⁴

¹² Lexy J. Moleong, *Metodologi Penelitian Kualitatif*, ed. revisi (Bandung: Remaja Rosdakarya, 2005), 157.

¹³ Sutrisno Hadi, *Metodologi Research* (Yogyakarta: Andi Offset, 1986), 42.

¹⁴ Ibid

c. Documentation

Documentation is used as a complementary technique to obtain relevant written data, such as program reports, organizational structures, activity archives, and internal policies of Baznas East Lombok related to human resource management and teamwork systems.¹⁵

4. Data Analysis Techniques

Data analysis in qualitative research is an important process for organizing, understanding, and drawing conclusions from data obtained in the field. In this study, data analysis was carried out with reference to the interactive model of Miles and Huberman and the systematic approach described by Sugiyono. The stages of analysis used include:

a. Data Collection

Data was collected from interviews, observations, and documentation. This process generates two types of records:

- 1) Descriptive records, which are natural data collected without the interpretation of the researcher, include what is seen, heard, and experienced directly.
- 2) Reflective notes, which are the researcher's subjective interpretation of the observed event or phenomenon,

¹⁵ Burhan Bungin, *Metodologi Penelitian Kualitatif* (Jakarta: RajaGrafindo Persada, 2021), 70.

including personal impressions and interpretations of the data that emerges.¹⁶

b. Data Reduction

Data reduction is the process of sorting and simplifying information from the results of field data collection. Reduction is done by summarizing, selecting data that is relevant to the focus of the research, and grouping it into conceptual themes. According to Sugiyono, reduction aims to provide structure to raw data, as well as make it easier to draw patterns and meanings hidden in the collection of information.¹⁷ This process is commensurate with coding techniques in qualitative data analysis.

c. Data Display

The reduced data is then presented in the form of a thematic narrative, tables, or visual models if needed. In this study, the presentation of data is focused on the relationship between transactional leadership style, the quality of teamwork, and the performance level of employees of Baznas East Lombok. Systematic presentation of data makes it easier to identify trends and relationships between observed variables.¹⁸

d. Verification and Conclusion

The final step in data analysis is the drawing of conclusions based on logical interpretations and empirical findings. Conclusions not only answer the initial problem formulation, but can also lead to

¹⁶ Sugiyono, *Metode Penelitian Kualitatif*, 482.

¹⁷ Ibid., 247–249.

¹⁸ Ibid., 249.

new findings that were previously unknown. In a qualitative approach, conclusions are flexible and can develop during the research process in the field.¹⁹

C. Results and Discussion

The management of zakat in East Lombok Regency has long and dynamic historical roots, since before the existence of official institutions such as Baznas. Starting from the initial forms such as BAZIS (Amil Zakat, Infaq, and Sadaqah Agency) and BAZDA (Regional Amil Zakat Agency), now the management of zakat has undergone a structural transformation through the establishment of the National Amil Zakat Agency (BAZNAS). This transformation is in line with the implementation of the national zakat policy, as stipulated in Law No. 38 of 1999 and strengthened by Law No. 23 of 2011 concerning Zakat Management, as well as Government Regulation No. 14 of 2014.²⁰

With the ratification of BAZNAS as a non-structural government institution, the role and responsibility of zakat management is no longer only religious, but also administrative and professional. In East Lombok Regency, BAZNAS carries out its strategic function as a manager of the people's funds through a systematic scheme of collecting and distributing zakat, infaq, and alms (ZIS). Over time, the institution experienced significant growth

¹⁹ Ibid., 252–253.

²⁰ Republik Indonesia, *Undang-Undang Nomor 38 Tahun 1999 tentang Pengelolaan Zakat* (Jakarta: Sekretariat Negara, 1999).

in terms of fundraising, utilization, and expansion of services to mustahik.

This context makes BAZNAS an important space to apply effective leadership principles, as well as encourage strong teamwork to support sharia based public services.

1. Transactional Leadership at BAZNAS East Lombok

Transactional leadership in Baznas East Lombok shows the application of managerial principles based on an exchange system where leaders set tasks and targets, reward employees who perform well, and sanction violations or failures to carry out duties. An interview with the Deputy Chairman IV for Human Resources, Muhammad Nazri, indicated that the system of attendance allowances, overtime bonuses, and administrative reprimands has been implemented as a form of reward and punishment in the work environment.²¹

This concept of leadership is in line with Bass's theory which states that transactional leaders set clear work standards and maintain order through strict supervision and direct consequences for the performance of subordinates.²² In practice, this implementation helps to create certainty and regularity of work that has a positive impact on the achievement of organizational targets.

²¹ Republik Indonesia, *Undang-Undang Nomor 23 Tahun 2011 tentang Pengelolaan Zakat* (Jakarta: Sekretariat Negara, 2011).

²² Bernard M. Bass, *Leadership and Performance Beyond Expectations* (New York: Free Press, 1985), 120.

However, Muhammad Nazri also emphasized that the transactional leadership system has not been implemented 100% in its entirety, because there is still room for flexibility and a collective-collegial approach in decision-making at Baznas. This is in line with the character of non-profit organizations that not only rely on output, but also on the social values and mission of the institution.

2. Teamwork at BAZNAS East Lombok

Teamwork in the East Lombok Baznas environment shows a significant role in supporting smooth operations and achieving zakat distribution targets. Based on the results of an interview with Syamsul Hadi, Head of the Human Resources and General Administration Section, the work system is regulated in a clearly organized structure, with a proportional division of tasks based on their respective fields and divisions.²³ Each team member has a functional role and is responsible for the goals that have been mutually agreed upon in regular internal meetings.

Hughes et al. state that effective teams have shared goals, defined roles, open communication, and a collective commitment to results.²⁴ In this case, Baznas East Lombok has shown positive progress, especially in creating a conducive and mutually supportive work climate between employees. Coordination is carried out periodically, both through direct meetings and through digital

²³ Interview with Syamsul Hadi, Head of HR and General Administration of East Lombok Baznas, August 3, 2023.

²⁴ Richard Hughes, Robert Ginnett, dan Gordon Curphy, *Leadership: Enhancing the Lessons of Experience*, 6th ed. (New York: McGraw-Hill, 2012), 78.

communication media such as WhatsApp and Google Meet groups, considering the need for a quick response to the zakat program.

However, the interviews also showed that there are challenges in maintaining the stability of teamwork, especially related to fluctuations in work morale among members, as well as limited capacity in absorbing the volume of new programs. This shows that effective teamwork requires leadership that not only provides direction, but also fosters team cohesion and builds a supportive organizational culture.²⁵

3. Incentive System and Its Impact on Performance

The implementation of incentives at Baznas East Lombok is one of the important instruments in motivating employees. According to Syamsul Hadi's explanation, the institution implements an incentive system in the form of additional income based on the discipline of attendance, volume of work, and activeness in the institution's activities outside office hours. This system is in line with the basic principles of reinforcement theory, which emphasizes that rewarded behaviors are likely to be repeated.²⁶

On the one hand, incentives provide direct encouragement to employees to increase productivity, improve service quality, and maintain discipline. On the other hand, unevenness in perceptions of

²⁵ Sobry Sutikno, *Etika Kepemimpinan dalam Organisasi Modern* (Yogyakarta: Pustaka Pelajar, 2018), 10.

²⁶ Stephen P. Robbins dan Timothy A. Judge, *Organizational Behavior*, 13th ed. (New Jersey: Pearson, 2009), 212.

the transparency of incentive systems also emerges as a potential challenge, especially if assessment standards are not well communicated.

Previous research by Tika (2020) showed that a clear and statistically fair reward system is significantly correlated with improved employee performance in the social sector.²⁷ In the context of Baznas, it is important to ensure that the incentive system is not only financial, but also involves non-material forms such as recognition, training opportunities, and involvement in strategic decision making.

4. Employee Performance Evaluation at BAZNAS East Lombok

Evaluasi kinerja pegawai di Baznas Lombok Timur dilakukan berdasarkan indikator-indikator administratif dan operasional yang telah ditetapkan oleh lembaga. Menurut wawancara dengan pihak manajemen, indikator tersebut meliputi: (1) ketepatan waktu pelaksanaan tugas, (2) kedisiplinan kehadiran, (3) kualitas layanan kepada mustahik, serta (4) partisipasi dalam program kelembagaan.²⁸

This evaluation is generally conducted periodically through monthly coordination meetings and individual reporting. In some cases, informal evaluations are also carried out through direct observation by field leaders. This evaluation model shows that East

²⁷ Tika Rachmatika, "The Relationship between the Reward System and Job Satisfaction with Employee Performance in Social Institutions," *Journal of Management and Public Performance* 4, no. 2 (2020): 145–157.

²⁸ Hasil wawancara dengan Syamsul Hadi, Kepala Bagian SDM dan Umum

Lombok Baznas has not fully implemented a structured Key Performance Indicators (KPI)-based performance management system, but has practiced evaluative principles consistently in accordance with the capacity of the institution.

According to Mangkunegara, performance is the result of work achieved by a person in carrying out tasks that are charged based on certain work standards, time, and resources.²⁹ In the context of socio-religious institutions such as Baznas, performance evaluation not only measures administrative effectiveness, but also pays attention to service values, sincerity, and moral exemplary in carrying out duties.

5. Integration of the Influence of Transactional Leadership and Teamwork on Performance

Based on field findings, it appears that the combination of transactional leadership and teamwork has a positive influence on employee performance. Transactional leadership serves as a driver of discipline and results-orientedness, while teamwork creates synergy and cohesion between employees. The integration of the two forms a productive and goal-oriented work ecosystem of the institution.

The implementation of reward and punishment creates clarity of expectations, while team coordination creates a sense of belonging to the work. Research by Yuliana (2020) conducted at

²⁹ Anwar Prabu Mangkunegara, *Corporate Human Resource Management* (Bandung: Remaja Rosdakarya, 2005), 67.

Baznas Palembang City also showed that transactional leadership and teamwork simultaneously affect employee performance with a significant contribution.³⁰ From the perspective of public organizations, the synergy between authority structures and horizontal solidarity is the key to the success of the service.

6. Discussion with Previous Studies

The results of this study are in line with the findings of Fauzi (2021) who revealed that leadership style and work motivation influence each other in boosting the productivity of public sector employees.³¹ In addition, Robbins and Judge also emphasized that effective teams improve performance because members complement each other in competence and experience, and work in an atmosphere of mutual trust and responsibility.³²

The findings at Baznas East Lombok also emphasized the need to apply a value-based leadership approach as a complement to transactional leadership. This is in line with Bass and Avilio's view that leadership cannot rely entirely on transactional systems, but needs to be balanced with a transformation of shared values and visions.³³

³⁰ R. Yuliana, "The Influence of Transactional Leadership and Team Work on Employee Performance at Baznas Palembang," *Thesis*, University of Muhammadiyah Palembang, 2020.

³¹ Imam Fauzi, "The Influence of Leadership and Motivation on Employee Performance," *Journal of Administrative Sciences*, vol. 9, no. 1 (2021): 44–55.

³² Stephen P. Robbins dan Timothy A. Judge, *Organizational Behavior*, 13th ed. (New Jersey: Pearson, 2009), 212.

³³ Bernard M. Bass dan Bruce J. Avolio, *Improving Organizational Effectiveness through Transformational Leadership* (Thousand Oaks, CA: Sage, 1994), 25.

D. Conclusion

This study aims to explore and analyze the influence of transactional leadership and teamwork on employee performance at the National Amil Zakat Agency (Baznas) of East Lombok Regency. With a descriptive qualitative approach, the findings provided an in-depth understanding that the success of social service organizations such as Baznas relies heavily on an effective combination of the right leadership style and coordinated teamwork.

In terms of leadership, this study shows that the transactional leadership style has been implemented in the form of rewarding good performance and enforcing discipline against violations (punishment). This system has been proven to provide clarity of work direction and build organizational discipline. Although not applied absolutely, the transactional leadership style at Baznas East Lombok in general succeeds in creating operational stability and encouraging the achievement of service targets. This proves the relevance of Bernard Bass's approach which emphasizes the contractual reciprocal relationship between leaders and subordinates as the basis of organizational driving.

In terms of teamwork, this study found that the organizational structure of Baznas has allowed the creation of a clear division of roles, good coordination between fields, and quite open communication. Strong teamwork not only contributes to operational efficiency, but also creates a supportive and inclusive work atmosphere. Although there are still challenges in maintaining the stability of work morale and workload distribution, the values of



togetherness and collaboration have become part of the work culture at Baznas East Lombok.

Employee performance evaluated through indicators of discipline, productivity, and quality of public services shows that the combination of transactional leadership and teamwork has a direct impact on the effectiveness of the institution's work. The incentive system implemented also strengthens motivation and result orientation among employees. These findings support previous research findings that confirm that leadership and teamwork have a significant influence on employee performance in the public and social sectors.

However, the study also identified several aspects that need improvement. The performance evaluation system at Baznas is still semi-formal and is not fully based on a structured Key Performance Indicators (KPI) framework. In addition, the challenges of maintaining collective spirit, limited human resources, and fluctuating workloads still require more adaptive and innovative managerial attention.

The results of this study underscore the importance of integration between assertive and managerial leadership with adaptive and communicative teamwork. In the future, Baznas and similar social institutions in other regions can adopt this model as part of a strategy to increase institutional capacity and the quality of public services based on the values of professionalism and humanity.



Referensi

Bass, Bernard M. *Leadership and Performance Beyond Expectations*. New York: Free Press, 1985.

Bass, Bernard M., and Bruce J. Avolio. *Improving Organizational Effectiveness through Transformational Leadership*. Thousand Oaks, CA: Sage, 1994.

Bungin, Burhan. *Metodologi Penelitian Kualitatif*. Jakarta: RajaGrafindo Persada, 2021.

Fauzi, Imam. "Pengaruh Kepemimpinan dan Motivasi terhadap Kinerja Pegawai." *Jurnal Ilmu Administrasi* 9, no. 1 (2021): 44–55.

Hadi, Sutrisno. *Metodologi Research*. Yogyakarta: Andi Offset, 1986.

Hughes, Richard, Robert Ginnett, and Gordon Curphy. *Leadership: Enhancing the Lessons of Experience*. 6th ed. New York: McGraw-Hill, 2012.

Mangkunegara, Anwar Prabu. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya, 2005.

Moleong, Lexy J. *Metodologi Penelitian Kualitatif*. Edisi Revisi. Bandung: Remaja Rosdakarya, 2005.

Robbins, Stephen P., and Timothy A. Judge. *Organizational Behavior*. 13th ed. New Jersey: Pearson, 2009.

Sugiyono. *Metode Penelitian Kualitatif, Kuantitatif dan R&D*. Bandung: Alfabeta, 2015.

Sutikno, Sobry. *Etika Kepemimpinan dalam Organisasi Modern*. Yogyakarta: Pustaka Pelajar, 2018.

Yuliana, R. "Pengaruh Kepemimpinan Transaksional dan Team Work terhadap Kinerja Pegawai di Baznas Palembang." Skripsi, Universitas Muhammadiyah Palembang, 2020.

Undang-Undang Republik Indonesia Nomor 23 Tahun 2011 tentang Pengelolaan Zakat.

Undang-Undang Republik Indonesia Nomor 38 Tahun 1999 tentang Pengelolaan Zakat.

Peraturan Pemerintah Republik Indonesia Nomor 14 Tahun 2014 tentang Pelaksanaan Undang-Undang No. 23 Tahun 2011.

