

The Impact Of Manager Performance Development On Organizational Performance

Dampak Pengembangan Kinerja Manajer Terhadap Kinerja Organisasi

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ABSTRACT

Organizational performance, which is the ability to effectively implement strategies to achieve institutional goals, determines the potential success of an organization. The purpose of this research is to present a series of study results on organizational performance through effective leadership styles in order to achieve job satisfaction. A literature review system with compare, contrast, and critique phases of data analysis is used as the research method. The findings show that leaders play an integral role in both organizational success and employee performance. Leadership requires specific skills and competencies to be effective in complex leadership contexts. Social competence and emotional intelligence are needed in every organization to motivate employees to perform to the best of their ability during times of conflict and upheaval. Companies that are focused on improving organizational performance must be able to satisfy employees' job satisfaction, which in turn helps stimulate better employee performance and improve organizational performance.

Keywords: leadership, manager, development

ABSTRAK

Kinerja organisasi, yang merupakan kemampuan untuk mengimplementasikan strategi secara efektif untuk mencapai tujuan institusional, menentukan potensi keberhasilan suatu organisasi. Tujuan dari penelitian ini adalah untuk menyajikan serangkaian hasil studi tentang kinerja organisasi melalui gaya kepemimpinan yang efektif untuk mencapai kepuasan kerja. Sistem tinjauan literatur dengan fase membandingkan, membedakan, dan mengkritisi analisis data digunakan sebagai metode penelitian. Hasil penelitian menunjukkan bahwa pemimpin memainkan peran integral dalam keberhasilan organisasi dan kinerja karyawan. Kepemimpinan membutuhkan keterampilan dan kompetensi khusus agar efektif dalam konteks kepemimpinan yang kompleks. Kompetensi sosial dan kecerdasan emosional diperlukan di setiap organisasi untuk memotivasi karyawan agar bekerja sebaik mungkin selama masa konflik dan pergolakan. Perusahaan yang berfokus pada peningkatan kinerja organisasi harus dapat memenuhi kepuasan kerja karyawan, yang pada akhirnya membantu menstimulasi kinerja karyawan yang lebih baik dan meningkatkan kinerja organisasi.

Kata Kunci: Kepemimpinan, Manajer, Pengembangan

1. Introduction

It is a major challenge for an organization to achieve competitive advantage in an environment that is less stable and where there are multiple conflicts and problems. Organizations need to be able to refocus strategies to manage inconsistent business arrangements. The competitive nature of human capital has generated interest among professionals in human capital management as an alternative way to lead organizations towards sustainable competitive advantage. According to Mohiuddin et al. (2022), this is a plan for the quality of human resources to develop in a better direction, which means that the existence of a human resource management strategy will help a person to be qualified and competitive for an organization. There is a need to pay attention to the best human resource practices as an

organizational asset because organizations realize the magnitude of employee potential as a source of competitive advantage according to Nyathi and Kekwaletswe, (2023).

Based on Randeree and Al Youha, (2019), the potential success of a business depends on its organizational performance, which is the ability to effectively implement strategies to achieve organizational goals. According to Ryan et al. (2019), the aspects that are factors affecting organizational performance include the effectiveness, efficiency, and results of the business model. The performance of an organization depends largely on the level of skill that its leaders have in the implementation of strategies.

The essence of leadership in an organization has a close relationship between a leader and employees. The techniques used by leaders must be flexible enough to accommodate change, as there are many obstacles to achieving organizational goals. An organization's ability to perform also depends on its employees, who are an important part of the organization and form a team that works to achieve organizational goals. The concept of leadership is often embedded in the cognitive competence of leaders. The cognitive competence of teams and leaders is considered important for effective organizational performance.

Organizational performance and leadership competence are related to the social, cognitive, and emotional intelligence competencies of leaders (Ryan et al., 2019). According to Emrich, (2019), managerial competence refers to the ability of leaders to focus on innovation and motivating team members, oftentimes referred to as directive leadership and relying heavily on delegation, where leaders understand how to give team members some leadership power and provide space to explore new ideas. Cognitive competence emphasizes creative and critical skills that help improve decision making, problem solving, and learning. A leader must effectively communicate these elements to employees as they develop a vision and strategies to achieve that vision. The techniques a leader uses include, but are not limited to, negotiating, influencing, problem solving, coaching, and motivating.

Leader competencies include cognitive competence, social competence, emotional intelligence competence will contribute to organizational performance as well as directly and indirectly influence employee job satisfaction. Based on Miyake and Friedman, (2019), these factors ensure the sustainability and success of a particular organization and help build relationships with other individuals in the organization. Different types of competencies are interrelated to form the leader's ability to create a dynamic organization. In order to be successful in organizational performance, a leader must combine all three competencies to influence employee performance.

Babcock-Roberson and Strickland (2020) found a positive correlation between leadership and employee performance, both of which contribute to organizational effectiveness with implications for job satisfaction. Job satisfaction plays a central role in employee work behavior. Job satisfaction shapes various aspects of work such as development, career advancement, enrichment and teamwork, rewards, communication, coworkers, benefits, working conditions, and security that measure how individuals perceive themselves and their jobs. Satisfaction with one's job differs among individuals and how individuals perceive work orientation depends not only on how satisfied they are with various aspects of work but also on values and beliefs according to Palupi & Tjahjono, (2021).

Leadership effectiveness can be measured by each employee's values, beliefs, and job satisfaction. An executive has to have professional technical and management abilities. The technical skills are in accordance with the field, while the managerial skills are in accordance with his role in the management of others. These skills are reflected in his actions such as selecting, training, motivating, developing and terminating employment (Cakir and Adiguzel, 2020).

Leading and adapting to change are the biggest challenges facing leaders today (Tjahjono et al., 2018). Effective leadership will encourage employees to turn effort into

performance. The choice of which leadership style is appropriate and suitable to be applied in the organization is always faced by leaders in changing organizations. A leader can display leadership styles in all situations, depending on the conditions and situations as well as the employees being led. Leaders who display one style will be less effective, so it is expected to appear as an inspirer in difficult times so that there is a sense of trusting the leader in employees to optimize performance (Maran et al., 2021). This study aims to present some study findings on organizational performance through effective leadership styles to achieve job satisfaction.

2. Method

A literature review system is used in the research design. Literature review is a research conducted by researchers through the collection of several articles in relation to the problem and research objectives. According to Hadi et al. (2020), the purpose of using this technique is to reveal different theories that are relevant to the problem being faced/researched as reference material in discussing the research findings. The data that has been in use has been in use of thematic analysis. Thematic analysis is a way to obtain results through data analysis which aims to identify patterns or determine themes through data collected by research (Braun & Clarke, 2016). The stages of data analysis are (1) comparing, finding similarities among several literatures, (2) contrasting, finding differences among several literatures and drawing conclusions, and (3) criticizing, giving one's own opinion based on the sources read.

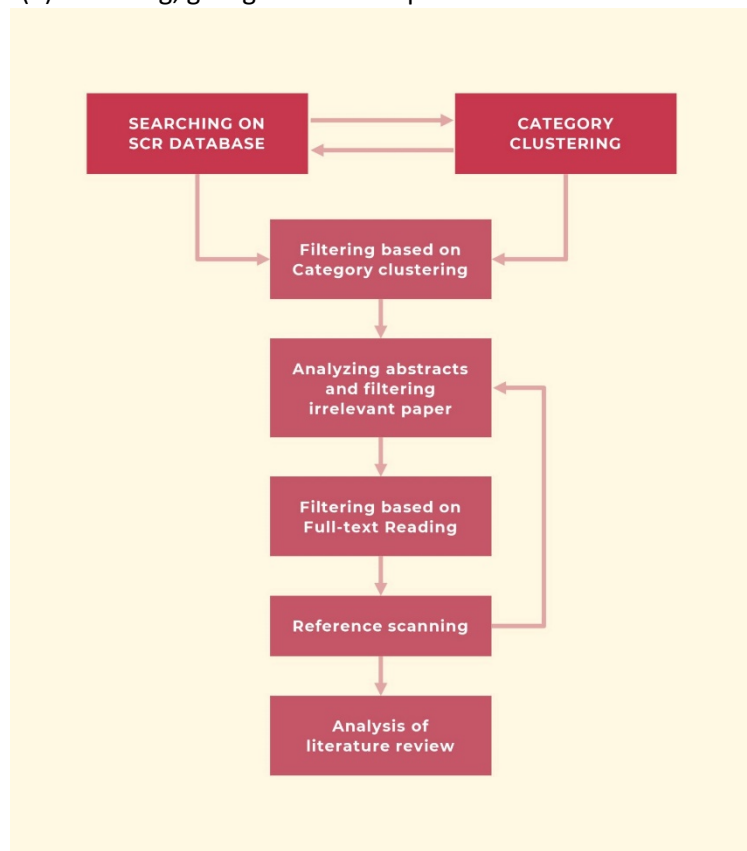


Figure 1. Literature Review Flowchart

3. Result & Discussion

Employee competence increases with the employee's understanding of the organization's operations. Employee competency is an effective orientation of an employee in his or her job. Employee competence is the overall perception and evaluation of individuals towards the work environment and can also be seen as a positive emotional state that develops

from job evaluations and individual work experiences according to Aboramadan and Dahleez, (2020). A sample of 400 employees of nonprofit organizations in northern Italy participated in this study. Data analysis was done using structural equation modeling. The results showed that leadership style has an effect on employee performance as indicated by affective commitment and organizational citizenship behavior. Leadership style requires a different approach, namely work involvement in organizations in the non-profit sector.

This study used structural equation modeling by Csiki et al, (2023). Tests were conducted on 439 employees of the tourism sector, specifically five-star hotels located in North Cyprus. The results showed that HR planning, job analysis, employee performance, recruitment system, compensation, training and development affect job satisfaction through mediation. Job satisfaction does not contribute to increasing competitive advantage, so HR development is the main key in increasing competitive advantage. Employee competence cannot be separated from the role of a leader. Leaders in an organization do not have the ability to implement different strategies and build a sense of understanding related to the position of employees at different times without a discussion of competence in Csiki et al, (2023).

Developing awareness is an important and fundamental part of leadership development. Having organizational understanding allows leaders to lead more consciously by knowing the right words to choose when motivating employees in Mabai and Hove, (2020).

Organizational understanding shapes a workplace culture where employees feel valued and therefore perform better in the organization according to Maamari and Saheb, (2018). Mastrangelo et al, (2014) emphasized that failure to understand the organization is a cause for leaders to produce poor overall organizational performance. Therefore, it is important to implement a sustainable leadership pattern by combining leadership competencies with cognitive, social, and emotional intelligence by linking them to employee performance and the overall outcome of organizational performance.

Leadership competencies influence employee performance, which influences responsiveness and ultimately organizational performance (Abdullahi et al., 2020). Leadership competencies lead to greater employee job satisfaction and employees can perform better, which in turn leads to customer loyalty. Leadership competencies fall into two categories: dominant competencies and covert competencies. Dominant competencies are manifested when the leader applies acquired skills to accomplish organizational tasks. Hidden competencies include social skills and personal knowledge that serve as an advantage for organizational leaders (Almatrooshi and Singh, 2016). The dominant competency category involves ensuring that employees do their best to enable the organization to achieve its long-term and short-term goals, and these actions contribute to the success of the organization.

Leaders play an integral role in both the success of the organization and the performance of its employees (Ryan et al., 2019). Leaders who lack one or more of these three competencies will have a negative impact on organizational performance. Organizational performance results from competent leadership, and organizational performance depends on employee performance. Thus, improved employee performance can lead to improved organizational performance, which is the ultimate goal of an organization. Cognitive competence affects the coherence, competence and quality of the organization, it also determines the efficiency of the leader's thinking in Dubey et al. (2022).

Leaders are considered to have expertise in their field, so they carefully study and organize knowledge structures. Cognitive competence is related to building leadership skills, which in turn affects organizational and employee performance based on Ryan et al. (2009).

Implementing the knowledge and skills required to perform leadership functions is essential to high organizational performance. Leadership requires specific skills and abilities that are useful in complex leadership situations. According to Jaroliya and Gyanchandani, (2021),

social competence and emotional intelligence must be present in every organization. A leader with emotional intelligence is able to increase the intelligence of his employees.

According to Frimpong et al. (2022), to achieve organizational success, a leader must combine all three competencies to influence employee performance. With the application of cognitive competencies, organizations can build teams that not only understand what is required of employees, but also have the ability to effectively perform employee roles according to Ludwikowska, (2022).

Motivating and training employees is not a difficult task. The approach of combining all three components of leadership can help build leadership skills for a manager. The presence of social intelligence ensures that employees are well trained and feel valued in the organization according to Soomro et al, (2020).

The leader's ability to delegate not only allows leaders to handle other important matters, but also shapes employees into future leaders of the organization. Emotional intelligence helps to motivate employees, so the close relationship between leaders and employees can understand how the team feels about the organization in general and position themselves to influence those feelings in Cekmecelioglu and Ozbag, (2016). Therefore, despite conflicts and upheavals in the organization, employees can be motivated to work at full capacity because they feel satisfied in their jobs.

Job satisfaction is an individual's feelings in an organizational setting about the job as a whole. According to Elrehail et al. (2019), personal characteristics and environmental factors are important parts that influence satisfaction. According to Irving and Montes, (2019), it is dependent on the interactions between various factors such as recognition, coworkers, communication, working conditions, benefits, job description, organizational policy, system/procedure, job rewards, advancement, personal development, security, recognition, and supervision. Job satisfaction has been widely recognized by organizations in management science and practice as an important predictor of employee performance in the workplace (Dawal et al., 2019). There is a general consensus that achieving organizational productivity and efficiency depends on job satisfaction and holistic sensitivity to socio-emotional and physiological needs based on Oyewobi, (2022).

Individual job dissatisfaction is caused by poor environmental conditions in the workplace, therefore, it can contribute to a significant decline in individual employee productivity and cause organizational performance to deteriorate in Bashir and Gani, (2019).

Organizations that aim to improve organizational performance must be able to satisfy employees' job satisfaction, which in turn helps to stimulate better employee performance and improve overall organizational performance according to Nanjundeswaraswamy, (2021). If employees are dissatisfied, they will tend to experience negative effects on mental health status and work performance, leading to decreased productivity and organizational performance according to Tarigan et al, (2022).

Since the main goal of every organization is profitability, and the success of the organization depends on the performance of its employees, poor employee performance is detrimental to the success of the company according to Taba, (2018). According to Dhamija et al. (2018), creating an effective approach to coaching and managing the organization's workforce requires the leader's expertise in human resources and the support of the organization's executive leadership, so if the focus of the organization is to develop innovative and high quality products, employee performance plays an integral role in achieving the organization's goals.

For organizational performance, an organization is a social unit formed by a group of individuals who interact with each other to form a structured pattern in a certain way that makes each member in it have their respective duties and functions, become a unit that has certain goals and has clear boundaries so that the organization can be clearly separated from its

environment. makes each member in it have their respective duties and functions, become a unit that has certain goals and has clear boundaries so that the organization can be clearly separated from its environment.

According to Thoha (2014) reveals that an organization is a social entity that is consciously coordinated, with a relatively identifiable boundary, which works on a relatively continuous basis to achieve a common goal or group of goals. Therefore, the organization is a social unit, so the interaction patterns of its members must be balanced and harmonized to minimize excesses, but also to ensure that critical tasks are completed.

According to Waldo in Syaiful Sagala, (2016) organization is a structure of relationships between people based on authority and is permanent in an administrative system. The definition of organization is a formal, structured and coordinated system of associations of groups of people who work together to achieve certain goals. Organization according to Siagian is any form of alliance between two or more people who work together to produce common goals and are formally bound in a hierarchical bond where there is always a relationship between a person or group of people called leaders and subordinates.

Performance is the result of work achieved by a person or group in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not against the law, and not against morals or ethics.

According to Sutrisno (2016) Performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. Mandak, et al., (2022) says that performance is doing an activity and perfecting it in accordance with its responsibilities with the results as expected. From the above definition, in carrying out and perfecting an activity must be based on a sense of responsibility in order to achieve the expected results.

According to Mangkunegara (2017) Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance can be measured by reference to predetermined conditions or arrangements. Performance according to Sinambela (2017) is the result of work that can be achieved by an employee or group of employees in an organization, in accordance with their respective authorities and responsibilities, in terms of achieving the objectives of the organization concerned legally, not violating the law and in accordance with ethics and morals.

Organizational performance reflects an organization's success as measured by how well its members behave.. Organizational performance is also indicated by how the process of activities takes place to achieve these goals. A government agency organization is an institution that runs the wheels of government and carries out the development of human resources that have good performance.

Tiastiani, et al., (2022) suggests that organizational performance is the overall effectiveness of the organization to meet the specified needs of each group with regard to systematic efforts and continuously improving the organization's ability to achieve its needs effectively.

According to Simanjuntak (2005) organizational performance is the aggregation or accumulation of the performance of all units in an organization, which is the same as the sum of the performance of all people or individuals working in the organization. Thus, organizational performance is strongly influenced by three main factors, namely organizational support, management capabilities, and the performance of everyone who works in the organization. Organizational performance is also strongly influenced by organizational support, among others, in the preparation of organizational structures, selection of technology and provision of infrastructure and work facilities.

4. Conclusion

Leadership plays a critical role in both organizational success and employee performance. The development of awareness is an important and fundamental part of leadership development. Understanding the organization allows leaders to consciously lead better by knowing the right words to use to motivate employees. Understanding the organization creates a workplace culture where employees feel valued and therefore perform better in the organization. Leadership requires specific skills and abilities that are useful in complex leadership situations. Social skills and emotional intelligence need to be present in every organization so that even when there is conflict or upheaval in the organization, employees can still be motivated to give their best because they feel satisfied working. Job satisfaction is how individuals in an organization feel about their work as a whole. Satisfaction is influenced by both personal characteristics and environmental factors. Individual dissatisfaction at work is caused by poor environmental conditions in the workplace, so it can contribute to a significant decrease in the productivity of individual employees and cause the performance of the organization to deteriorate. Organizations that are focused on the improvement of organizational performance should be able to satisfy employees' job satisfaction, which in turn will help stimulate better employee performance and improve organizational performance.

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