



## **INFLUENCE OF MANAGERIAL PERFORMANCE: WORK MOTIVATION, LEADERSHIP STYLE AND WORK EXPERIENCE (LITERATURE REVIEW STUDY)**

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**Abstract:** Literature article Reviewing the Effect of Work Motivation, Leadership Style and Work Experience on Managerial Performance is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this Literature Review article are that: 1) Work Motivation has an effect on Managerial Performance; 2) Leadership Style has an effect on Managerial Performance; and 3) Work Experience has an effect on Managerial Performance. Apart from these 3 exogenous variables that affect the endogenous variable of Managerial Performance, there are still many other factors including Education, Commitment, and Communication variables.

**Keywords:** Managerial Performance, Work Motivation, Leadership Style, Work Experience

### **INTRODUCTION**

One of the essential management activities is to fully understand the system to make the right decisions that will improve the overall system results within certain limits. The problems that arise often require the right choices. Decision-making is the first step that a manager will take for the issues that occur and produce various alternatives to resolve problems. Along with the rapid growth and development of the Indonesian economy, the competition among entrepreneurs is getting tougher. Each - each was trying to improve the performance of the company/organization in all aspects contained within a company organization. In general, performance is defined as a person's success in a job. Performance is a person's success in carrying out a task. Performance is the result of work that a person or group can achieve in an organization, following their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law, and following morals and ethics.

To improve performance, one of the efforts is to strengthen the internal control system. This is because the internal control system plays a significant role in managing the company. In addition, from observations related to work experience, namely the tenure of managers/employees who have not been too long, ranging from 1 to 2 years, the level of

knowledge possessed by managers and employees is not optimal, and the lack of mastery of the work used in the field of work that affects the results. Work Managers must have a leadership spirit, an ability, process, and art. It refers to an activity or activity that it must do to influence other people to behave in a certain way. Where successful leaders are leaders who spend time building collaboration across all organizational functions and talking to others informally about the importance of projects and priorities. Based on practical experience, because many have done other research, it is not easy to find supporting articles in research as previous or relevant research. Reports as relevant researchers are needed to strengthen the theory being studied, see the relationship between variables, and build hypotheses. Also very much required for the discussion section of research results. This article examines the influence of work motivation, leadership style, and work experience on managerial performance, a study of the human resource management literature.

### Formulation of Problem

Based on the background of the problems that have been discussed, the researchers determine the formulation of the problem as follows:

1. Does Work Motivation Affect Managerial performance?.
2. Does Leadership Style Affect Managerial Performance?.
3. Does Work Experience Affect Managerial Performance?.

## LITERATURE REVIEW

### Managerial Performance

Managerial performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Dimensions or indicators of performance are quality, quantity, execution of duties and responsibilities. (A.A Anwar Prabu Mangkunegara, 2012)

Managerial performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Dimensions and indicators of performance are quantity of work, quality of work, efficiency, work discipline, initiative and thoroughness. (Afandi, 2018)

Managerial performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Managerial Performance is the result of work produced, attendance, company regulations, and communication. Many theories of motivation put forward by experts are intended to provide a description of what humans actually are and what humans will be like. Dimensions and indicators of work produced, attendance, company regulations and communication. (Hasibuan, 2016)

Managerial Performance has been studied by many previous researchers including: (Assaly, 2018), (Ansori & Ali, 2017), (Romauli Situmeang, 2017), (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Agussalim et al., 2016), (Mamangkey et al., 2015).

### Work Motivation

Motivation is talking about how to direct the potential of subordinates, so they want to work more productively in order to realize the vision and mission of the organization that has been planned.

Motivation is to shape one's work spirit, so that they can work effectively, and connect with one another. Work motivation regarding a job in a Professional Organization is

very necessary, especially for educators such as teachers and lecturers. However, to have high motivation is not an easy thing, because only a few people have characteristics with high motivational interest.

There are several characteristics of people who have high motivation, namely: 1) Have realistic goals; 2) Dare to take risks; 3) Have high personal responsibility; 4) Look for opportunities to implement the plans that have been made; 5) Have a clear work plan. In the organization, it is necessary to have a leadership role who can formulate strategies and have the ability to shape the organization to be flexible and innovative. Leaders who have expertise and can be the originator of change and role models for subordinates. Which in turn will improve and encourage them to run the organization according to plan.

To increase work motivation in professional organizations, it is necessary to have a firm leader for its members. Because there are individuals who must be ordered by others to do something, there is no initiative in him. Although a person is required to have high work motivation, there are problems or obstacles that occur. They will feel bored and bored with the demands of work, if someone feels bored in their professional organization, they are likely to leave and leave their jobs.

Because every individual who works in an organization will have hope in return for the sacrifices or achievements that have been given to the organization. One of the hopes to achieve a position or position that is better than before, a career is a necessity for every employee.

Work Motivation has been studied by many previous researchers including: (Saputra, 2021), (Mahaputra & Saputra, 2022), (Suharyono & Ali, 2015).

### **Leadership Style**

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. Dimensions or indicators of Leadership Style are analytical, communication, courage and responsibility. (Rivai, 2017)

Leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. Dimensions or indicators of leadership style are Decision Making Ability, Motivating Ability, Communication Ability, Ability to Control Subordinates, Responsibility and Emotional Control Ability. (Kumala, H. R., & Agustina, 2018)

Leadership style is the activity of influencing people so that they will work together to achieve the desired goals. Dimensions or indicators of leadership style are Decision Making Ability, Motivating Ability, Communication Ability, Ability to Control Subordinates, Responsibility and Emotional Control Ability. (Paramita, 2017)

Leadership Style has been studied by many previous researchers including: (Wahyuningsih, 2018), (Talalu, 2016), (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Saputra, 2021), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016), (Paramita, 2017).

### **Work Experience**

Work experience is a measure of the length of time or period of work that a person has taken in understanding the tasks of a job and has carried it out well. Dimensions or indicators of Work Experience are length of time working, level of knowledge, mastery of work. (Foster, 2015)

Work Experience is the process of forming knowledge or skills about the method of a job because of the employee's involvement in the implementation of work tasks. Dimensions or indicators of Work Experience are length of time working, level of knowledge, mastery of work. (sedarmayanti, 2013)

Work experience is the knowledge, skills, and abilities possessed by employees to carry out responsibilities from previous jobs. Work Experience is the mastery of knowledge and skills of employees as measured by the length of service, the level of knowledge and skills possessed by employees. Dimensions or indicators of Work Experience are time, type of task, implementation and results. (Handoko, 2014)

Work Experience has been studied by many previous researchers including: (Romauli Situmeang, 2017), (Yanti & Suardika, 2020), (Mamangkey, 2013)

**Table 1. Relevant Previous Research**

No	Author (year)	Previous Research Results	Similarities with this article	Difference with this article
1	(Setiawan & Pratama, 2019)	Leadership style, effective communication, and decision making have a positive and significant effect on managerial performance.	Leadership style and decision making affect managerial performance.	Organizational internal control and work experience influence decision making
2	(Kusumastuti, 2008)	Experience, commitment, ethics, and gender influence decision making.	Work experience influences decision making	Organizational internal control, leadership style has an effect on managerial performance.
3	(Wahyuningsih, 2018)	The influence of organizational culture and leadership style on performance	leadership style affects performance	Organizational internal control, work experience affect decision making
4	(Paramita, 2017)	The influence of leadership style on employee performance	The influence of leadership style affects employee performance	Organizational internal control, work experience affect decision making
5	(Talalu, 2016)	The Influence of Participatory Leadership Style on Decision Making	The Influence of Leadership Style on Decision Making	Organizational internal control, work experience affect Managerial Performance
6	(Hidayati & Dianawati, 2017)	Internal Control (Z) as a Moderating Variable on the Effect of Decentralization on Managerial Performance	Internal control has an effect on managerial performance.	Work experience, leadership style affects decision making
7	(Setiawan & Pratama, 2019)	The influence of leadership style, effective communication and decision making	Leadership style, decision making on employee performance	Work experience influences decision making

		affect employee performance		
8	(Nur Azlina dkk, 2014)	The influence of good governance and internal control has an effect on performance	Internal control affects performance	Work experience and leadership style influence decision making

## RESEARCH METHODS

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or "library review" (Review literature), as the basis for formulating hypotheses and in the final stage these two literatures become the basis for making comparisons with the results and findings. -findings revealed in research. (H. Ali & Limakrisna, 2013)

## DISCUSSION

Based on the theoretical study and relevant previous research tables, the following discussion will be discussed:

### 1. The Effect of Work Motivation on Managerial Performance

Work motivation is a factor that supports the performance of the employees themselves, from the level of contract employees to the managerial composition of the company. Work motivation affects managerial performance, where in the dimension of work motivation an employee will do his job in accordance with the obligations that have been given by a company or organization. Motivation in terms of influencing managerial performance where if an employee has a desire he wants to fulfill and costs are needed to fulfill his desire. Then an employee will enthusiastically improve his performance even to the point of being willing to work overtime or work more in order to get more wages.

This will certainly benefit both parties, both employees and the company. Where employees will get high wages and the company will get results from the productivity of these employees.

Work Motivation has an effect on Managerial Performance, this is in line with research conducted by: (Saputra, 2021), (Mahaputra & Saputra, 2022), (Suharyono & Ali, 2015).

### 2. The Effect of Leadership Style on Managerial Performance

Leadership style affects managerial performance, where the dimensions or indicators of leadership style are analytical, communication, courage and responsibility affect the dimensions or indicators of managerial performance, namely quality, quantity, implementation of tasks and responsibilities. (A.A Anwar Prabu Mangkunegara, 2012)

To improve managerial performance by paying attention to leadership style, what management must do is pay attention to analytics, communication of courage and responsibility in leading the company, which is in line with research conducted by. (Setiawan & Pratama, 2019)

Leadership style has an effect on managerial performance, this is in line with research conducted by: (Wahyuningsih, 2018), (Setiawan & Pratama, 2019), (Saputra, 2021), dan (Talalu, 2016).

### 3. The Effect of Work Experience on Managerial Performance

Work experience affects managerial performance, where the dimensions or indicators of work experience are the length of time working, the level of knowledge and mastery of the work affects the dimensions or indicators of Managerial Performance, namely quality, quantity, implementation of duties and responsibilities. (A.A Anwar Prabu Mangkunegara, 2012)

To improve managerial performance by paying attention to work experience, what management must do is pay more attention to the length of time worked, the level of knowledge and mastery of the job. (Aprianto, 2019)

Work experience has an effect on managerial performance, this is in line with research conducted by: (Mamangkey, 2013), (Romauli Situmeang, 2017) dan (Luh Aristarini, I Ketut Kirya, 2013).

### Conceptual Framework

Based on the problem formulation, theoretical studies, previous research and discussion of the influence between variables, the conceptual framework is obtained as follows:



**Figure 1. Conceptual Framework**

Based on the conceptual framework picture above, then: Work Motivation, Leadership Style and Work Experience have an effect on Managerial Performance.

Apart from the variables of work motivation, leadership style and work experience that affect managerial performance. There are many other factors that affect Managerial Performance, including: Education, Commitment, and Communication.

- 1) Education: (Ali & Sardjijo, 2017), (Chauhan et al., 2019), (V. N. Sari & Ali, 2019), (Somad et al., 2021), (Ismail et al., 2022), (Prihartono & Ali, 2020).
- 2) Commitment: (Hapzi Ali, Mukhtar, 2016), (Prayetno & Ali, 2017), (Iryani et al., 2021), (Kurniawan, 2022), (Angelliza Chantica et al., 2022), (BAstAri, A., & Ali, 2020)
- 3) Communication: (Saputra, 2022c), (Widayati et al., 2020), (Hermawan, 2022), (Saputra, 2021), (Saputra, 2022a), (Putra & Ali, 2022), (Saputra, 2022b).

- 4) Work Culture: (D. P. Sari & Ali, 2022), (Saputra, 2021), (Ismail et al., 2022), (Saputra, 2022c), (Hafat & Ali, 2022), (Elmi et al., 2016), (D. P. Sari & Ali, 2022).
- 5) Management: (Saputra & Ali, 2022), (Hermawan, 2021a), (Hermawan, 2021b), (Hernikasari et al., 2022), (Saputra & Ali, 2021).

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the problem formulation, theoretical study and discussion above, the researcher can conclude hypotheses for further research, namely:

1. Work Motivation affects to Managerial Performance .
2. Leadership Style affects to Managerial Performance.
3. Work Experience affects to Managerial Performance.

### Recommendation

Based on the conclusion above, there are other factors that influence managerial performance, namely: Education, Commitment, Communication, Work Culture and Management.

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