



## Literature Review Factors Affecting Leadership: Quality of Work, Work Effectiveness and Work Communication

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**Abstract:** The literature review article on factors that influence Leadership: Work Quality, Work Effectiveness, and Work Communication is a scientific article that aims to build a research hypothesis on the influence between variables that it will use for further research, as well as within the scope of Human Resource Management. In this literature review article, the researcher uses the library research method by reviewing previous papers relevant to this research variable on online media such as Google Scholar and Mendeley and other online media. The results of this study are 1) Work Quality affects Leadership; 2) Work Effectiveness affects Leadership; and 3) Work Communication affects Leadership, apart from the three exogenous variables that affect the endogenous variables. There are many other factors, including 1) The quality of work affects Leadership; 2) Work Effectiveness affects Leadership; and 3) Work Communication affects Leadership.

**Keywords:** Leadership, Work Quality, Work Effectiveness, Work Communication

### INTRODUCTION

Leadership as a management concept in organizations has a strategic position and is a necessary social characteristic in organizational life. Having a strategic position because leadership is the center point and the driving force for the entire process of organizational activities. So that leadership has a major role in determining the movement of activities from existing sources. Besides its strategic position, leadership is very necessary, where there is a cooperative interaction between two or more people in achieving organizational goals. Leadership can also be said as the ability to influence an organization and direct it to a common goal. Leadership is able to carry an important role in the organization, so that organizational goals can be achieved properly and directed.

Employee performance has a relationship with the leadership style applied by the leader. The influence of a leader is very decisive, because to achieve goals, the organization must apply a consistent leadership style or work pattern to the work situation at hand. An appropriate leadership style and able to create comfortable and good working conditions can encourage employees to work better. Thus, employees will work comfortably and optimally because they have good leaders, so that employee performance will be better.

This article discusses the quality of work, employee effectiveness at work and communication within the scope of work, a literature study of the factors that influence leadership.

### **Formulation of the problem**

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

- 1) Does Quality of Work affect leadership?
- 2) Does Work Effectiveness affect leadership?
- 3) Does Job Communication affect leadership?

## **LITERATURE REVIEW**

### **Leadership**

Leadership in organizations also demands sensitivity to the culture that exists within the organization. The culture in this organization has functions, among others: setting boundaries and authority, giving a sense of identity to its members. The characteristics of the culture in the organization can be used as a guide for leaders to make decisions so that the organization is more effective in achieving its goals. (Burhanudin, 2018)

Siagian (2002) suggests that leadership is an individual who occupies a certain position where this individual has the ability and skills to influence the behavior of others, namely his subordinates to think and act so that through positive behavior they can contribute to the achievement of organizational goals. (Burhanudin, 2018)

Until now, leadership is considered as a very important factor in an organization. Leadership in this case can also be referred to as the process of influencing others in a community that is directed towards the achievement of a common goal. The leader as the party who determines how the order is carried out so that decisions can be made effectively. (Arifin & Hermawan, 2022)

Effective leadership requires competence or the ability to move and motivate others to want to do something a leader wants. Leadership in organizations has a very large role in building relationships between individuals and forming organizational values which serve as very basic guidelines for achieving a goal. The influence of leadership on organizational effectiveness can be seen as a direct and indirect effect of leadership. (Hasan, 2017).

The definition of leadership which includes the following:

- 1) According to Pancasila. Leadership based on Pancasila is leadership that has the spirit of Pancasila, which has the authority and power to bring and lead the community and its environment into awareness of social and state life based on Pancasila and the 1945 Constitution. The leadership aspect of Pancasila is a consistent and consistent attitude in living and practice Pancasila. The spirit of kinship is an important element of Pancasila leadership.
- 2) Drs. H. Malay S.P. Hasibuan. Leadership is the art of a leader influencing the behavior of subordinates, so they are willing to work together and work productively to achieve organizational goals.
- 3) Chester Irving Barnad. Leadership is a personal ability to assert decisions that provide a quality dimension and a moral dimension to the coordination of organizational activities and the formulation of its goals.
- 4) OrdwayTead. Leadership is the activity of influencing people to cooperate toward some goals which come to find desirable. Meaning: Leadership is the activity of influencing people to work together to achieve some goal they want.
- 5) William G. Scott. Leadership as the process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement. Meaning: Leadership as a process of influencing activities organized in groups in their efforts to achieve a predetermined goal

Leadership has been widely studied by previous researchers including: (Ali et al., 2016), (Rajab & Saputra, 2021), (Chauhan et al., 2019)

## Work Quality

How to retain people in an organization well? quality of work is an important issue to answer that question. Quality of work is a good way of attracting and retaining employees in order to obtain better performance (Salmani, 2005; Farjad, 2013). Quality of work is a very important topic in human resource management in organizational development in addition to ethical issues and job satisfaction in recent years (Moghimi, Kazemi & Samiie, 2012). (Arrafiqur, 2017)

Quality of work is now seen as an important dimension of quality of life. High quality work is very important for organizations to attract and retain employees (Boonrod, 2009; Kanten & Sadullah, 2012). When organizations provide quality of work life to their employees, it can be said as a good sign to improve the image in attracting and retaining employees. In this case the company can offer a suitable work environment to employees and in the end employees will have a very high commitment and the organization can also reduce costs due to a fairly high pressure (Sarina Muhamad Noor & Mohamad Adli Abdullah, 2021. (Arrafiqur, 2007). 2017)

Mangkunegara (2010) argues that performance is the result of work in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities given to them. If employees have high job satisfaction, then directly employees will be loyal to the company and their performance will also definitely increase (Astrianditya, 2016)

Employees are a valuable asset owned by a company, the success of a product in the market can be seen from the quality of the company. Employee performance is the most important part for the company's progress in addition to innovative strategies and products. Good performance will be influenced by job satisfaction that will be obtained by the company. In other words, a quality company, namely a company that has a very good quality of work life, can prosper employees so as to produce qualified and highly competent employees. (Astrianditya, 2016)

Siagian (2012) suggests that work quality is a systematic effort in organizational life through a way in which employees are given the opportunity to play a role in determining the way they work and the contribution they make to the organization in order to achieve its goals and objectives.

Lupiyoadi and Hamdani (2011:162) suggest the notion of work quality is the quality of work shown by employees in order to provide the best performance for the organization. Meanwhile, according to Marcana in Rao (2013: 11) states that the quality of work is a form of behavior or activities carried out in accordance with expectations and needs or goals that are achieved effectively and efficiently.

The indicators of the quality of employee work according to Hasibuan (2008:95), namely:

- 1) Self-potential, is the ability, strength, whether it has not been realized or has been realized, which is owned by a person but has not been fully seen or used optimally.
- 2) Optimal work results, must be owned by an employee, employees must be able to provide the best work results, one of which can be seen from organizational productivity, work quality and work quantity.
- 3) The work process, is an important stage where employees carry out their duties and roles in an organization, through this work process employee performance can be seen from the ability to make work plans, be creative in carrying out work, evaluate work actions, take corrective actions.
- 4) Enthusiasm, is an attitude in which an employee cares about his work related to the implementation of services, namely attendance, task execution, work motivation, work commitment.

The quality of work has been widely studied by previous researchers including: (Elmi & Ali, 2017), (Ali, 2019), (Thanh Nguyen et al., 2019), (Prayetno & Ali, 2020b), (Ansori & Ali, 2017).

### **Work Effectiveness**

Changes in a company also have an impact on changes in the duties and obligations of employees. All employees are expected to be more creative in finding new ways to improve work effectiveness and efficiency in a company. When a company reduces the number of employees, it will rely more on the performance of the remaining employees to do something more than what they are assigned. (Azzahra, 2011)

Effectiveness is a very very important concept in a company, because it can provide an overview of the company's success in achieving its goals, which is related to the answer to the question "to what extent is something that has been planned to be able to achieve the goals to be achieved". In general, effectiveness can be related to the achievement of predetermined goals or compared with actual results with ideal results. Effectiveness refers more to the results of the evaluation of the process that will produce an observable output. (Munawar & Saputra, 2022)

Work effectiveness is the completion of work on a predetermined time, meaning whether the implementation of the task is considered good enough or not depending on how the task is carried out, especially not answering how to carry it out, how much it costs. (Siagian, 1997:151). (Reza, 2019).

Effectiveness is a measure that states how far the target (quality, quantity, time) has been achieved. The greater the target achieved, the higher the level of effectiveness.

(Murti, 2013) Effectiveness is a condition that indicates the success of the work specified. Work effectiveness is the completion of work on time, meaning that the implementation of a task is marked as good or not, it really depends on how to complete the task, and how much it costs. issued for that. (Munawar & Saputra, 2021)

From the understanding according to these experts, it can be concluded that work effectiveness is a completion of work that reaches the target or on time. (Siti Maysita, 2016:236).

Handoko said that the variables that greatly influence work effectiveness are: communication, work environment, leadership, motivation, management policies and practices (Zuliyanti, 2005). (Reza, 2019), (Harini et al., 2020), (Silitonga et al., 2017), and (Masydzulhak et al., 2016)

### **Work Communication**

In addition to leadership, communication is important to work effectiveness. Because any leadership orders or policies if not communicated properly beforehand will have a negative impact on the work effectiveness of employees. (Wilson, 2012) states that communication is an important means to convey and receive information to or from other parties. (Reza, 2019)

For an organization, increasing employee morale is a very important element because it will affect the performance of a company, therefore, with enthusiasm, it is expected that all rules are obeyed by all employees. achievement of organizational goals will be achieved in an effective and efficient manner such as work will be completed more quickly, damage will be quickly overcome, absenteeism can be minimized and work productivity will increase. (Mardani, 2013)

Communication within the company can be said to be a determinant of success in achieving goals, with communication there will be a reciprocal relationship from each person in the company in the form of orders, suggestions, opinions and criticisms. (Niluh, 2015)

According to De Vito (in Suharsono & Dwiantara, 2013), communication is the process of sending and receiving messages between two people or groups with people with some effects and some instantaneous feedback. Meanwhile, according to Deddy Mulyana (in Suharsono & Dwiantara, 2013), communication is a process of sharing meaning through verbal and non-

verbal behavior carried out by two or more people. Elements of Communication There are five important elements related to the concept of communication (Suharsono & Dwiantara, 2013), namely:

- 1) Who Element (Who)
- 2) Says What element (what is said-message)
- 3) Which Channel element (media/channel)
- 4) The element to Whom (to whom)
- 5) With What Effect Elements (the consequences that occur)

Communication Function In an organization good communication is needed, so that the achievement of organizational goals is realized. There are several communication functions, namely:

- 1) Communication functions as a controller of organizational behavior.
- 2) Communication serves to generate employee motivation.
- 3) Communication acts as an emotional expression.
- 4) Communication plays a role as a consideration in decision making where

To create an effective company, communication is an important means for the coordination and integration of various organizational functions such as company policy statements, instructions, official memos, reports between administration and marketing departments and information on work guidelines and company announcements. This is because the improved communication skills of employees will have an impact on messages that can be conveyed clearly in order to avoid misunderstandings that may occur. Conversely, if the employee's communication skills are very low and run ineffectively, it will cause unnecessary pressure among company members. With the increase in employee communication skills both horizontally and vertically, the creation of a pleasant work environment and good and pleasant treatment from the leadership felt by employees, will automatically motivate employees to work harder. Kindness like this will support the company's image in society and reduce the entry and exit of employees in the company. (Ella, 2019)

Work communication has been widely studied by previous researchers including: (Rajab & Saputra, 2021), (Prayetno & Ali, 2020a).

**Table 1 : Relevant Previous Research**

No	Author (year)	Previous Research Results	Similarities with this article	Difference with this article
1	Meri Kurnia Sari (2019)	Educational Leadership	Quality of work can affect leadership	Focus more on dealing with problems within the scope of a company
2	Arrafiqur (2017)	Quality of work is now seen as an important dimension of quality of life. High quality work is very important for organizations to attract and retain employees	The quality of work is seen from the member's perspective on the quality of the work produced as well as perfection in carrying out tasks to the ability of members.	Located in the quality of work is a very important topic in human resource management in organizational development
3.	Astrianditya (2016)	a quality company, namely a company that has a very good quality of work life, can prosper employees so as to produce qualified and highly competent employees.	Elaborating on the quality of work will create an impression on the leadership of the organization which will have a positive impact which can make the leader's performance increase and increase the enthusiasm for organizational leaders to lead in the future.	The difference is that employee performance is the most important part for the progress of the company in addition to innovative strategies and products.

4.	Reza (2019)	Work effectiveness is the completion of work on a predetermined time.	The similarity is that it is effective if a job can be completed on time according to a predetermined plan	Describes that the variables that greatly influence work effectiveness are communication, work environment, leadership, motivation, management policies and practices
5.	Ella (2019)	Improved employee communication skills will have an impact on messages that can be conveyed clearly	The similarity is that the communicator with the communicant's field of experience, the more effective the message will be communicated.	focus is an important means for the coordination and integration of various organizational functions
6.	Niluh (2015)	Communication within the company can be said to be a determinant of success in Achievement of objectives	A process of interacting or the occurrence of transactions with the intention that its components are interrelated	Focus on communication processes

## 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)

## DISCUSSION

### 1. The Influence of Work Quality on Leadership

Quality of work is the value of the work of members of the organization that is carried out beyond performance standards, which means adjusting to some ideal way of performing activities or meeting goals that become standards in the organization. The quality of work is seen from the member's perspective on the quality of the work produced as well as perfection in carrying out tasks to the ability of members.

According to Robbins (1996) performance can be said as a function of the interaction between ability or ability, motivation or opportunity or which means performance is a function of ability, motivation, and opportunity.

The concept of work performance is seen as a relative thing, it does not mean it always has a good or positive meaning. Performance can mean the characteristics possessed by an organization that are shown to people for the advantages that the organization has.

The development of the quality of work in the organization is an important thing that needs to be considered. The quality of related work is needed to influence the operations of the organization's leaders on the operations personnel. The development of the quality of work will create an impression on the leadership of the organization which will have a positive impact which can make the leader's performance increase and increase the enthusiasm for organizational leaders to lead in the future.

### 2. The Effect of Work Effectiveness on Leadership

According to Richard M. Steers (1980: 1), effectiveness comes from the word effective, namely a job can be called effective if a job can produce one unit of output (output). Work can be said to be effective if a job can be completed on time according to a predetermined plan.

Work effectiveness is a condition where the working atmosphere is felt comfortable, peaceful and free to do work without fear to create a conducive atmosphere if the creation of relationships between humans develops very well. a comfortable and calm working atmosphere to allow the performance of the leader to increase.

The following are several factors that affect work effectiveness, as mentioned by Richard M. Steers (1980:9), namely:

a) Organizational Characteristics

These organizational characteristics consist of organizational structure and technology that can affect certain aspects of effectiveness in various ways. What is meant by structure is a relationship that is relatively precise in nature, as found in organizations, with respect to the composition of human resources, the structure includes how the organization forms its people in completing work, while what is meant by technology is the mechanism of an organization to convert raw inputs into outputs.

b) Environmental Characteristics

The external and internal environment has also been mentioned to have an effect on effectiveness, the success of environmental organizational relationships seems to depend very much on the level of key variables, namely the level of predictability of environmental conditions, the accuracy of perceptions of environmental conditions, and the level of organizational rationalism. These three factors affect the accuracy of the organization's response to environmental changes.

c) Worker Characteristics

In fact, organizational members are the most important influencing factor because it is their behavior that in the long run will facilitate or hinder the achievement of organizational goals. Workers are resources that are directly related to the management of all existing resources in the organization, therefore the behavior of workers is very influential on the achievement of the goals of an organization. Workers are the main capital in an organization that will have a big effect on effectiveness, because even though the technology used is sophisticated technology, it is also supported by a good structure, but without workers it is useless.

d) Characteristics of Management Policy and Practice

With the increasing complexity of a technological process and the development of the environment, the role of management in coordinating people and processes for the success of the organization is increasingly difficult.

### 3. The Effect of Work Communication on Leadership

According to Widjaja (2008: 1), communication is a contact relationship between and between humans, both individuals and groups. In everyday life, whether we realize it or not, communication is part of human life itself. Humans from the first birth have communicated with their environment.

The communication process is a process of interacting or the occurrence of transactions with the intention that the components are interrelated and the communicators act and react. The communication process is divided into two stages, namely:

a) Primary Communication Process

The primary communication process is the process of conveying one's thoughts and or feelings to others by using symbols as a medium. Symbols for primary media in the communication process are language, gestures, signs, images, colors, and so on that are directly able to "translate" the thoughts and or feelings of the communicator to the communicant.

**b) Secondary Communication Process**

The secondary communication process is the process of delivering messages by someone to another person by using a tool or means as a second medium after using a symbol as the first medium.

A communicator uses a second medium in launching his communication because the communicant as the target is in a relatively distant place or in large numbers. Letters, telephone, telex, newspapers, magazines, radio, television, films, and many more are the second medium that is often used in communication. Effendy (2007: 11).

The communication process has seven elements, including source, message, media, receiver, influence, feedback, environment. Each element has a very important role in building the communication process. Even these seven elements are interdependent on each other. That is, without the participation of one element will have an influence on the course of communication, Cangara (2010: 28). For effective communication, the encoding process by the communicator must be linked to the coding process by the communicant. Effendy (2007: 19) sees the message as an essential sign that must be recognized by the communicant. The more overlapping the communicator's field of experience with the communicant's field of experience, the more effective the message communicated will be.

**CONCLUSION AND RECOMMENDATION****Conclusion**

Based on theory, relevant articles and discussions, hypotheses can be formulated for further research:

1. Quality of work has an effect on leadership.
2. Work effectiveness affects leadership.
3. Work communication affects leadership.

**Recommendation**

Based on the conclusions above, the suggestion from this article is that there are still many factors that influence leadership other than work quality, employee effectiveness at work and employee communication at work because a leader is in full control of a company he leads.

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