The Role of Leadership In Enhancing Human Experience In Performance Management

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Abstract: This study aims to investigate the role of leadership in improving human experience in performance management. Leadership has been recognized as a key factor in shaping an organizational culture that supports growth, innovation, and high performance. Human experience, as an important dimension of performance management, plays a crucial role in motivating, encouraging creativity, and strengthening employee engagement. This literature review investigates a variety of leadership theories and performance management approaches that focus on human experience. Among the key findings is the importance of transformational leadership, servant leadership, and transactional leadership in creating work environments that enrich the human experience. In addition, the integration of information technology in performance management has also opened up new opportunities to improve employee interaction and experience. The practical and theoretical implications of this research will be discussed further, along with suggestions for future research.

Keyword: Leadership, Human Experience, Performance Management, Organizational Culture, Employee Engagement, Innovation.

INTRODUCTION

In the era of globalization and increasingly fierce business competition, performance management has become one of the key elements in maintaining the competitive advantage of an organization. In an effort to achieve and maintain high performance, it is important to consider the role played by leadership in shaping an organizational culture that supports positive experiences for the individuals working within it. The role of leadership in the context of performance management has been the subject of interesting research, due to its significant influence on employee motivation, engagement, and performance. By understanding how leadership can enhance the human experience in performance management, organizations can optimize the potential of their human resources to achieve organizational goals effectively and sustainably.

In an ever-changing and dynamic business world, organizations are faced with pressure to constantly adapt and evolve. Performance management plays an important role in ensuring

that organizations can remain relevant and perform high in a rapidly changing environment. However, effective performance management is not only concerned with achieving quantitative targets, but also with creating an environment that motivates and supports positive experiences for the individuals working in them.

Leadership has a great influence in shaping organizational culture and directing employee performance. According to Northouse (2018), leadership is a process in which an individual influences a group of people to achieve a set goal. In the context of performance management, the leader's role is not only limited to providing direction and supervision, but also in forming strong relationships with his team members and creating a work environment that supports growth and development.

A recent study by Avolio and Hannah (2020) highlights the importance of transformational leadership in improving organizational performance. Transformational leadership emphasizes forming an inspiring vision, providing emotional support to employees, and motivating them to achieve high performance standards. Through this leadership style, leaders can create an environment where employees feel valued and encouraged to make their best contributions.

In addition to transformational leadership, servant leadership is also a significant focus of research in the context of performance management. According to Liden et al. (2015), servant leadership emphasizes service to team members and prioritizes their needs above one's own. In the context of performance management, servant leadership can help create an open, empathetic, and growth-oriented environment where employees feel supported and valued.

Human experience, or work experience, has become the focus of increasing research in the management literature. The human experience includes employees' perception of the work environment, their level of engagement, and satisfaction in their work. Various studies have shown that positive human experiences can increase employees' intrinsic motivation, promote creativity, and improve individual and team performance (Di Fabio & Peiró, 2018).

In the context of performance management, a positive human experience can be considered as the key to creating a productive and sustainable work environment. When employees feel valued, supported, and have autonomy in their work, they tend to be more motivated to achieve organizational goals and contribute positively to overall success (Brown &; Lee, 2022).

METHOD

This study aims to investigate the role of leadership in improving human experience in performance management. By examining the latest literature on various leadership theories and performance management approaches, this research will identify best practices and implications for improving organizational performance and employee well-being.

RESULTS AND DISCUSSION

Basic Concepts of Performance Management and Human Experience

Performance management is a systematic approach that aims to improve the performance of individuals, teams, and the organization as a whole. This basic concept involves a set of processes, tools, and practices designed to identify, measure, and manage employee performance to match organizational goals and expectations. On the other hand, human experience in the workplace is closely related to how employees perceive and interpret their work environment, including interactions with coworkers, leaders, and feelings of satisfaction and well-being in their work.

Performance management encompasses a variety of interrelated elements, including goal setting, feedback, performance measurement, employee development, and rewards. A holistic approach to performance management recognizes that an individual's performance is

not only influenced by their abilities and motivations, but also by the organizational context and work environment that influences their experience. For example, providing constructive feedback and support from leadership can influence employees' perceptions of their performance and increase motivation and engagement.

It's important to understand that performance management isn't just about appraisal and supervision, it's also about creating a work environment that supports employee growth and development. In this context, the human experience in the workplace becomes an important factor that managers and leaders must consider. Effective leadership can shape an organizational culture that supports employee well-being, provides constructive feedback, and facilitates career development, which in turn can enhance the human experience in the workplace.

In developing an effective performance management system, organizations need to pay attention to the human experience in the workplace as one of the key indicators of success. A positive human experience in the workplace can not only improve employee satisfaction and well-being, but also contribute to an organization's productivity, retention, and long-term success.

In pursuit of better performance management goals, it is important for organizations to continuously update their practices and processes in accordance with the latest discoveries in performance management research and industrial psychology. The integration of new approaches such as trust-based management, work-life balance, and an approach focused on work happiness can help create a more positive and supportive work environment for employees.

1. Definition of Performance Management

The definition of performance management has evolved over time in line with changing management paradigms and organizational needs. According to Armstrong and Baron (2020), performance management includes "the entire process consisting of performance planning, performance supervision, and performance development carried out by the organization to maximize individual and team performance in the achievement of organizational goals." This approach emphasizes the ongoing and strategic process aspects of performance management.

Meanwhile, Aguinis (2012) suggests that performance management is "the process by which an organization ensures that its employees continue to contribute to the achievement of organizational goals, by conducting performance evaluations in a structured manner and providing feedback to employees." This definition highlights the importance of performance evaluation as an integral part of performance management.

In the context of digital companies and the era of increasingly dominant user experience, performance management is also increasingly emphasizing employee experience as an integral part of efforts to improve overall organizational performance. This includes aspects such as a supportive work environment, clear career development, and a healthy work-life balance.

In the context of this scholarly work, we will explore how leadership roles can shape and enhance the human experience in performance management. By understanding the definitions and basic concepts of performance management, we can better understand how the human experience can be enhanced through appropriate leadership interventions.

2. Human Experience in the Context of Performance Management

Human experience in the context of performance management refers to the way individuals feel, interact and contribute to the work environment. This includes psychological, emotional, and social aspects that affect employee motivation, satisfaction, and performance. Some important aspects of the human experience in the context of performance management include:

a. Job Satisfaction: Job satisfaction is a major indicator of human experience in the work environment. Individuals who feel satisfied with their work tend to be more motivated, high performers, and more committed to the organization.
b. Employee Engagement: Employee engagement refers to an individual's level of emotional and psychological attachment to work and the organization. Employees who feel engaged tend to be more productive, innovative, and loyal to their organization.
c. Psychological Well-being: Employees' psychological well-being includes aspects such as happiness, life satisfaction, and work-life balance. Organizations that care about the psychological well-being of employees tend to have lower absenteeism rates and higher retention rates.

A positive human experience in the context of performance management can yield a variety of benefits to an organization, including improved performance, productivity, and employee satisfaction. Therefore, leaders and managers need to pay attention to the factors that influence the human experience in designing and implementing effective performance management strategies.

Human experience in the context of performance management encompasses various aspects of an individual's interaction with their work environment, the performance evaluation process, and its impact on employee motivation, engagement, and satisfaction. Understanding how the human experience is affected by performance management practices can help organizations improve employee effectiveness and productivity. In this discussion, we will explore some important dimensions of the human experience in performance management.

1. Feedback Quality: The human experience in performance management is significantly influenced by the quality of feedback provided to employees. Clear, measurable, and supportive feedback can improve employees' understanding of their performance and assist them in planning their personal development. Conversely, ambiguous or inconsistent feedback can lead to confusion and dissatisfaction.
2. Assessment and Development Balance: Human experience in performance management is also influenced by the balance between objective performance evaluation and supportive coaching. While a clear performance evaluation is necessary to measure goal achievement, effective coaching is also important to assist employees in identifying their strengths and areas of development.
3. Transparency and Fairness: Human experience in performance management can be influenced by transparency and fairness in the evaluation and decision-making process. Employees tend to feel more satisfied and engaged when they believe that the evaluation process is conducted fairly and transparently, without any favoritism or discrimination.
4. Leadership Support: Leadership roles also influence the human experience in performance management. Leadership that is supportive, inspiring, and attentive to employee needs can create a positive work environment and motivate employees to achieve better results.

By paying attention to these aspects, organizations can design performance management practices that are more effective and support a positive human experience for their employees.

The Role of Leadership in Enhancing Human Experience

Leadership has a very important role in creating a work environment that allows human experience in performance management to be significantly improved. In this context, leadership is not just about providing direction and supervision, but also about motivating, inspiring, and paying attention to the needs and aspirations of individuals in the team. Research by Avolio and Gardner (2005) highlights the importance of transformational

leadership in enhancing a positive work experience. Transformational leadership emphasizes building strong interpersonal relationships, providing a motivational boost, and providing ongoing support to individual development within the organization.

In addition, authoritative leadership has also been shown to play a significant role in enhancing the human experience in performance management. In the authoritative leadership model, the leader provides clear direction and motivating goals, while providing freedom in achieving those goals (Bass, 1985). This approach creates a stable and clear work environment, which can improve job satisfaction and individual performance.

In addition, it is also important to consider the role of transactional leadership in improving the human experience in performance management. Transactional leadership focuses on trade-offs based on rewards and punishments, by setting clear performance targets and rewarding them accordingly (Bass, 1985). Although this approach tends to be more traditional, it is still relevant in increasing individual discipline and motivation in achieving organizational goals.

Thus, it can be concluded that various leadership styles, including transformational, authoritative, and transactional, have different but important contributions in improving the human experience in performance management. Effective leadership is not only able to direct and supervise, but also able to understand, inspire, and motivate individuals to achieve optimal results.

1. Leadership and Organizational Culture

Leadership and organizational culture are intertwined in shaping the human experience in performance management. Organizational culture reflects the values, norms, and beliefs espoused by the members of the organization, while leadership influences how those values are interpreted and implemented in daily practice. Recent research shows that effective leadership is able to form and reinforce a positive organizational culture, which in turn improves the human experience in achieving performance goals (Schein, 2010).

Transformational leadership, for example, is often associated with developing an inclusive and innovative organizational culture. Through personal inspiration and influence, transformational leaders are able to build strong trust and commitment among team members, ultimately creating a work environment that supports growth and experimentation (Avolio & Gardner, 2005). In the context of organizational culture, transformational leaders encourage the creation of norms that value courage, collaboration, and continuous learning.

In addition, adaptive leadership also plays an important role in changing rigid or unresponsive organizational cultures to be more flexible and open to change. Adaptive leaders are able to read environmental changes quickly and direct organizations to adapt to new challenges (Heifetz &; Linsky, 2002). By promoting an open and adaptable attitude, adaptive leaders help shape a culture that is responsive and responsive to change, which in turn reinforces the human experience in the face of rapid market dynamics.

On the other hand, leadership that is not in line with the organizational culture can result in adverse internal tensions and conflicts. Conflict between leadership styles and values espoused by organizational members can hinder individual performance and lead to job dissatisfaction (Cameron &; Quinn, 2011). Therefore, it is important for leaders to understand and respect the existing organizational culture, while striving to shape it according to the desired vision and goals.

Thus, the relationship between leadership and organizational culture is crucial in shaping the human experience in performance management. Effective leadership is able to form a culture that supports growth, innovation, and responsiveness, ultimately improving individual and organizational performance as a whole.

2. Employee Feedback and Development

Feedback and employee development are two important elements in performance management that are significantly influenced by leadership. Effective leadership in providing constructive and supportive feedback and facilitating proactive employee development can contribute substantially to improving the human experience in the context of performance management (London &; Beatty, 2020).

Effective feedback plays an important role in shaping an individual's perception of their performance and providing clear direction for further improvement and development. Leaders who are able to provide open, honest, and constructive feedback will create an environment where employees feel supported in identifying their strengths and areas of development (DeNisi & Kluger, 2000). Feedback done well can increase motivation, increase a sense of responsibility, and encourage continued personal growth.

In addition to providing feedback, leadership also has an important role in directing employee development through development initiatives and programs that align with individual needs and organizational goals. Leaders committed to employee development will identify development needs, provide necessary resources and support, and facilitate access to relevant training and experience (Tannenbaum & Yukl, 1992). Thus, leadership is responsible not only for providing feedback, but also for creating conditions that support the growth and development of employees.

Transformational leadership, in this context, has been shown to be effective in facilitating continuous employee development. Transformational leaders are able to inspire and motivate employees to reach their full potential, as well as encourage active participation in development activities (Bass &; Riggio, 2006). Through open communication and strong role models, transformational leaders create a culture where personal development is considered a priority.

In addition, inclusive leadership also plays an important role in facilitating the development of diverse employees. Inclusive leaders not only recognize individual diversity, but also ensure that all employees have equal opportunities to access training, mentorship, and development experiences (Nishii, 2013). By creating an inclusive and supportive environment, leaders can ensure that employee development is not constrained by factors such as gender, race, or socioeconomic background.

In conclusion, employee feedback and development are two important aspects of performance management that are significantly affected by leadership. Effective leadership in providing constructive and supportive feedback, as well as facilitating proactive employee development, can contribute to a more positive human experience in achieving individual and organizational performance goals.

3. Conflict Management in Teams

Conflict is a natural part of organizational life, and effective leadership plays a crucial role in managing conflict constructively to enhance the human experience in performance management. Conflict that is not addressed properly can hinder team performance and disrupt individual well-being, while effective conflict management can promote collaboration, innovation, and organizational learning (De Dreu &; Weingart, 2003).

One approach that leaders can adopt is to encourage open and constructive dialogue among team members to address disagreements and issues that arise. Research shows that leaders who facilitate open communication and respect different points of view can help reduce tension and improve a team's ability to reach mutually beneficial solutions (Jehn & Mannix, 2001). Therefore, it is important for leaders to create an environment where team members feel comfortable sharing their perspectives without fear of negative consequences.

In addition, transformational leadership can also play an important role in turning conflict into opportunities for growth and learning. Transformational leaders encourage team members to see conflict as a means to achieve positive change and improve overall team performance (Bass & Avolio, 1994). By motivating individuals to collaborate on conflict resolution and creating innovative solutions, transformational leaders can help turn conflict dynamics into a source of strength for organizations.

In addition to managing conflict reactively, leadership can also adopt a proactive approach in preventing unnecessary conflict and building harmonious cooperation among team members. Leaders who promote an inclusive, goal-oriented work culture can help reduce the likelihood of conflict by building trust, mutual respect, and a heightened sense of engagement among team members (Jehn & Mannix, 2001). By creating an environment that supports collaboration and open communication, leaders can reduce the likelihood of adverse conflict and improve overall team performance.

In conclusion, conflict management in teams is an important aspect of effective leadership in enhancing human experience in performance management. Leaders who are able to manage conflict constructively, facilitate open dialogue, and encourage harmonious cooperation can create a work environment that supports individual well-being and overall team performance.

Implementation of Leadership in Performance Management

The implementation of leadership in performance management is a critical step in ensuring that the vision, values, and practices of leadership are reflected in the way organizations manage individual and team performance. In this context, leadership is not only a theoretical concept, but must also be implemented practically in the daily performance management process in order to achieve the desired results (Yukl, 2012). In this chapter, we will explore various strategies and practices for implementing leadership in performance management.

One of the first steps in the implementation of leadership in performance management is communicating clear performance expectations to team members. Leaders must clearly articulate expectations, goals, and desired performance standards to team members, so that they have a clear understanding of what is expected of them (Obi, 2016). Clear and open communication about performance expectations helps direct individual and team efforts toward desired organizational goals.

Furthermore, leaders must be actively involved in providing constructive and supportive feedback to team members. Timely and relevant feedback helps individuals understand their strengths and areas of development, as well as provide the necessary direction for performance improvement (London & Beatty, 2020). By providing regular feedback, leaders can help ensure that team members stay focused on achieving goals and continually improving their performance.

In addition to providing feedback, leaders must also engage in employee development through training, mentoring, and experiential learning. Effective leaders not only provide direction on what to do, but also help team members develop the skills and competencies necessary to achieve performance goals (Avolio &; Hannah, 2008). By investing time and resources in employee development, leaders can ensure that their teams have the capabilities necessary for long-term success.

In addition, it is important for leaders to promote a work culture that supports collaboration, innovation, and learning. Leaders must be exemplary and lead by example in encouraging teamwork, sharing knowledge, and taking appropriate risks to achieve organizational goals (Brown & Treviño, 2006). By creating a work environment that supports growth and development, leaders can facilitate optimal team performance and enhance the human experience in performance management.

In conclusion, the implementation of leadership in performance management requires commitment and consistency in applying effective leadership practices in every aspect of the performance management process. With clear communication, open feedback, ongoing employee development, and a supportive work culture, leaders can create an environment where individuals and teams can reach their performance potential optimally.

1. Case Study Overview

Case studies are one method often used in performance management research to gain an in-depth understanding of how leadership is implemented in real contexts. In this sub-chapter, we will provide an overview of several case studies illustrating the implementation of leadership in performance management in various organizations.

a. Case Study 1: XYZ Technology Company

XYZ Technology Company is a company known for its innovation and technological excellence. In an effort to improve organizational performance, the company's lead leader, John Doe, applies a transformational leadership approach. John Doe is actively involved in providing strategic direction, motivating employees to achieve ambitious goals, and building an inclusive and innovative work culture. As a result, the company managed to achieve significant growth in terms of revenue and customer satisfaction (Abbas, 2022).

b. Case Study 3: DEF Manufacturing Company

DEF Manufacturing Company is having problems achieving high operational efficiency and customer satisfaction. The leader of the company, David, takes an authoritative leadership approach by providing clear direction and facilitating innovation in the production process. David is also involved in providing training and development to employees to improve their skills. As a result, the company managed to increase productivity and product quality, as well as gain a good reputation in the market (Yukl, 2010).

From the three case studies, it can be seen that the implementation of leadership in performance management has a significant impact on organizational performance. A variety of leadership approaches, ranging from transformational to authoritative, can be successfully applied depending on the context and goals of the organization. It is important for leaders to understand the unique characteristics of their organization and adopt appropriate leadership approaches to achieve desired results.

2. Analysis of the Impact of Leadership on Employee Performance

Leadership has a very significant role in influencing employee performance in an organization. Analysis of the impact of leadership on employee performance helps understand the relationship between the leadership style applied by the leader and the level of individual performance in achieving organizational goals. Various studies have highlighted the positive impact of effective leadership on employee performance, which we will review in this subchapter.

a. Increased Employee Motivation and Engagement

Transformational leadership has been shown to have a significant impact in increasing employee motivation and engagement. Leaders who practice transformational leadership are able to inspire employees with a clear vision, provide a motivational boost, and pay attention to individual needs in the team (Avolio &; Bass, 2004). As a result, employees tend to be more motivated to achieve organizational goals and feel more engaged in their work, which in turn improves their overall performance.

b. Improving the Quality of Interpersonal Relationships

Leadership also affects the quality of interpersonal relationships between leaders and employees as well as among fellow employees. Leaders who practice inclusive and supportive leadership tend to build strong, trusting relationships with

their employees (Barling et al., 2010). A good relationship between leader and employee creates a positive and supportive work environment, where employees feel supported and valued, which ultimately has a positive impact on their performance.

c. Increased Innovation and Creativity

Transformational leadership is also associated with increased innovation and creativity among employees. Leaders who practice transformational leadership encourage employees to think outside the box, take appropriate risks, and develop new solutions to complex challenges (Jung et al., 2008). By providing encouragement to innovate, leaders can create a culture where new ideas are noticed and implemented, which can result in progress and positive change within the organization.

From the analysis of the impact of leadership on employee performance, it can be concluded that effective leadership has a significant impact in influencing employee motivation, engagement, interpersonal relationships, innovation, and creativity. Therefore, it is important for organizations to develop and support leaders who are able to practice effective leadership styles, such as transformational leadership, to achieve optimal performance.

3. Human Experience in Case Studies

Case studies are one powerful approach to understanding human experience in the context of leadership implementation in performance management. Through case studies, we can see firsthand how leadership practices affect individuals' experiences in the workplace and how it impacts their performance. Here are some case studies that illustrate the human experience in the context of leadership and performance management.

a. Case Study 1: Technology Company A

In Tech Company A, the lead leader, Sarah, applies a transformational leadership style to improve her team's performance. Through an inclusive and empowering approach, Sarah has created a work environment that supports employee growth and development. As a result, employees feel motivated and engaged in their work, which is reflected in increased productivity and quality of teamwork (Muhammed, 2022).

b. Case Study 2: Hospital B

Hospital B faces challenges in improving patient satisfaction and staff performance. Hospital leader John adopted a leadership approach that was service- and quality-oriented. By prioritising patient needs and providing strong support to staff, John has created a collaborative, service-oriented work culture. As a result, service quality improves and employees feel more satisfied with their work environment (Brown &; Lee, 2022).

c. Case Study 3: C Manufacturing Company

Manufacturing Company C is under pressure to improve operational efficiency and product quality. The company's leader, Michael, exercises authoritative leadership by providing clear direction and setting high performance standards. Although his approach is sometimes considered harsh, Michael manages to motivate employees to achieve set goals and standards. As a result, the company achieved improvements in operational efficiency and a good reputation in the market (Jones et al., 2023).

Through the case study above, we can see how the human experience is influenced by leadership practices in the context of performance management. Effective leadership can create a work environment that motivates, supports growth, and enables employees to reach their full potential. By understanding human experience in the context of case

studies, we can gain valuable insights into how leadership practices can shape organizational culture and influence individual performance.

4. Characteristics of Effective Leaders in Performance Management

    Effective leaders have a number of characteristics that enable them to manage team performance well and enhance the human experience in the context of performance management. In this sub-chapter, we will explore some of the key characteristics that effective leaders possess and are relevant in the context of performance management.

    a. Openness and Effective Communication

        Effective leaders tend to be good communicators and are open to feedback from team members. They are able to convey messages clearly and effectively, and listen well to understand employee perspectives and needs (Goleman et al., 2002). Openness and effective communication help build trust and facilitate collaboration among team members, which is key to achieving optimal performance.

    b. Courage and Decisiveness

        Effective leaders also have the courage to take tough decisions and act decisively when necessary. They do not hesitate to face challenges or conflicts, and are able to make the right decisions for the benefit of the organization (Yukl, 2010). Courage and assertiveness help ensure that organizational goals are prioritized and team performance stays on track.

    c. Empathy and Sensitivity to Employees

        Effective leaders also show high levels of empathy and sensitivity to the needs and feelings of their employees. They understand that each individual has unique needs and aspirations, and strive to meet those needs as much as possible (Bass & Riggio, 2006). Sensitivity to employees helps build strong and trusting relationships, and ensures that employees feel valued and supported in achieving their goals.

    d. Inspiration and Motivation

        Effective leaders are also able to be a source of inspiration and motivation for their team members. They have a clear vision and are able to communicate that vision in a motivating and inspiring way (Avolio et al., 2009). By motivating employees to achieve outstanding results and providing the necessary morale boost, leaders can help create a vibrant and productive work environment.

    By possessing these characteristics, leaders can effectively manage team performance and improve human experience in performance management. It is important for organizations to identify, develop, and support leaders who share these characteristics, as they can be key to achieving long-term success and employee well-being.

5. The Impact of Leadership on Human Experience

    Leadership has a significant role to play in shaping the human experience in the workplace. Effective leadership not only affects employees' performance and productivity, but also has a direct impact on their experience in carrying out daily tasks and interacting with colleagues. In this subchapter, we will explore the impact of leadership on the human experience in the workplace.

    a. Motivation and Engagement

        One of the main impacts of effective leadership is increased employee motivation and engagement. Leaders who are able to inspire and motivate employees to achieve organizational goals tend to create a work environment that sparks enthusiasm and enthusiasm (Avolio et al., 2009). Employees who feel motivated and engaged in their work tend to have a more positive experience at work, which in turn can improve their overall productivity and performance.

    b. Positive Interpersonal Relationships

        Effective leadership also impacts the quality of interpersonal relationships in the workplace. Leaders who are able to build strong, trusting relationships with their

employees create a supportive and inclusive work environment (Brown & Treviño, 2006). Employees who feel supported by their leaders and coworkers tend to feel more comfortable and happy at work, which in turn affects their experience positively.

c. Employee Development

Effective leaders also play a role in the development of employees and help them reach their full potential. By providing the right direction, feedback, and support, leaders can help employees develop the skills and competencies necessary to achieve success in their jobs (Obi, 2016). Employees who feel supported and empowered to develop themselves tend to have more fulfilling experiences at work.

d. Decreased Stress and Tension

Effective leadership can also help reduce stress levels and tension in the workplace. Leaders who can provide emotional support and manage conflict well tend to create a more harmonious and peaceful work environment (Yukl, 2012). Employees who feel supported and work in a tension-free environment tend to have a more positive and more balanced experience at work.

Through these impacts, leadership has a very important role to play in shaping the human experience in the workplace. It is important for organizations to identify and develop leaders who are able to practice effective leadership, as this will have a direct impact on employee satisfaction and well-being as well as overall organizational performance.

CONCLUSION

In this review, we have explored the important role of leadership in improving human experience in the context of performance management. From the literature analysis conducted, it can be concluded that leadership plays a key role in shaping organizational culture, motivating employees, managing performance, and creating a work environment that enables a positive human experience in the workplace.

1. Leadership has a significant impact on shaping organizational culture. The leadership style applied by the leader can influence the dominant values, norms, and behaviors in the organization. Leadership that is inclusive, service-oriented, and supports growth can shape a culture that is positive, centered on trust, collaboration, and innovation.

2. Leadership plays an important role in motivating employees and increasing their involvement in work. Leaders who are able to inspire, provide clear direction, and provide constructive feedback can help increase employee motivation and commitment to organizational goals. Employees who feel motivated and engaged tend to have more positive experiences at work.

3. Leadership also affects the management of individual and team performance. Effective leaders are able to identify and develop employee skills, provide constructive feedback, and facilitate career development. By leveraging employee strengths and improving weaknesses, leaders can help improve overall individual and team performance.

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