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Antecedents of Employee Performance and Employee Engagement in Sector Airlines: Library Research

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Abstract: The article on antecedents of employee performance and employee engagement in the airline sector: library research is a scientific literature article within the scope of human resource management science. The purpose of this writing is to build a hypothesis regarding the influence between variables which can later be used for further research within the scope of human resource management. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and the journal Sinta. The results of this article are: 1) Servant leadership influences employee engagement; 2) Paternalistic leadership influences employee engagement; 3) Transformational leadership influences employee engagement; 4) Servant leadership influences employee managerial performance; 5) Paternalistic leadership influences employee managerial performance; 6) Transformational leadership influences employee managerial performance; and 7) Employee engagement influences employee managerial performance.

Keyword: Employee Engagement, Employee Performance Managerial, Servant Leadership, Paternalistic Leadership, Transformational Leadership

INTRODUCTION

The airline industry, being a highly competitive and dynamic field, has proven to be a fascinating study topic when it comes to employee engagement and performance. The organizational context's antecedents of employee engagement and performance are essential, particularly in sectors like aviation that face particular difficulties. In light of this, a number of leadership theories have come under investigation to determine how they affect worker engagement and performance. Paternalistic leadership, transformative leadership, and servant

leadership are a few of them. Considerable study has been done on the relationship between employee performance and engagement and servant leadership, which is a leadership style that prioritizes service to subordinates. This idea encourages the personal growth of subordinates and highlights their interests. Servant leadership can be especially helpful in the airline industry, where customer happiness and safety are of utmost importance, in fostering an environment where staff members are inspired and supported to deliver the best possible service. By using this strategy, managers may foster an inclusive workplace and inspire staff to provide their best efforts.

Moreover, the leadership style known as paternalistic leadership is frequently observed in Asian organizational contexts, such as the aviation sector. Leaders that exhibit paternalism typically project an air of authority while simultaneously showing concern for the needs and well-being of those under them. This leadership style can be extremely important in guaranteeing operational effectiveness and aircraft safety in the airline industry, where appropriate coordination and prompt decision making are critical. This strategy might, however, also give rise to worries about subordinates becoming too dependent on their managers and losing their sense of personal initiative. Lastly, transformational leadership emphasizes the part that leaders play in encouraging and pushing staff members to meet challenging company objectives. A clear vision may be communicated by transformational leaders, and they can increase staff commitment to that mission. Being able to inspire change and adapt in an ever-changing aviation business is essential to gaining a competitive edge. By using this strategy, executives may create a creative and adaptable corporate culture that helps airlines stay relevant in a market that is changing quickly.

Several factors need to be taken into account when examining the relationship between leadership theory and employee engagement and performance in the airline industry. The first is how crucial it is that aviation security and safety be given first attention in this sector. A good leader must be able to make sure that every worker recognizes the value of adhering to safety protocols and strives to meet the highest standards in this area. The second set of particular difficulties experienced by workers in the aviation sector are unpredictable work schedules, time constraints, and a frequently stressful work environment. Employee engagement and well-being can be greatly enhanced by leaders who are aware of these dynamics and who are able to offer their staff encouragement and acknowledgment. Aside from that, the modern aviation sector cannot overlook the significance of technology. An organization's overall performance can be significantly enhanced by leaders who can use technology to increase operational efficiency and deliver better customer experiences.

Though these theories of leadership provide insightful information, it's crucial to keep in mind that organizational environment and corporate culture also have a significant impact on how effective a leader is. Leaders must be able to modify their style of leadership to fit the unique requirements and dynamics of their workplace because what works in one setting might not be appropriate in another. The complexities and difficulties faced by leaders in the airline industry are thus highlighted by a study of transformative, paternalistic, and servant leadership in the context of the airline industry. By means of a comprehensive comprehension of leadership theory and the distinct industrial context, leaders can assume a pivotal function in guaranteeing peak performance and elevated employee engagement, hence bolstering the airline's enduring prosperity.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does servant leadership have an effect on employee engagement?; 2) Does paternalistic leadership have an effect on employee engagement?; 3) Does transformational leadership affect employee engagement?; 4) Does servant leadership influence employee managerial performance?; 5) Does paternalistic leadership influence employee managerial

performance?; 6) Does transformational leadership affect employee managerial performance?; and 7) Does employee engagement influence employee managerial performance?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Managerial Employee Performance

Performance is determined by one's drive and capacity for completion. A person should be able to perform their task or job to a specific degree of willingness and ability. The willpower and competence of an individual are insufficient to accomplish a task in the absence of a thorough comprehension of the task's objectives and methodology. Performance refers to each individual's actual behavior as demonstrated by them as a result of their accomplishments at work in line with their position within the company. The effectiveness of employees is crucial to an organization's efforts to meet its objectives (Pasaribu et al., 2022).

Indicators contained in managerial employee performance include: 1) Planning: deciding on policies and a series of actions that will be put into action later on while taking the present and future into account. Planning seeks to offer guidelines and protocols for putting goals, rules, procedures, budgets, and work schedules into practice so that they are completed in line with the predetermined goals; 2) Coordination: Coordination is the act of synchronising actions, which involves sharing information among individuals within an organisational unit to establish connections and make necessary adjustments to the programme that will be implemented; 3) Evaluation: Evaluation is a process conducted by the leadership of a plan to assess personnel and record their job results. The purpose of this evaluation is to make necessary decisions based on the assessment results; and 4) Negotiation: Negotiation is the process of reaching a mutually agreed-upon agreement in several areas such as purchasing, sales, service contracts, tax discussions, supplier connections, and negotiations with representatives, agents, or consumers (Irdaningsih et al., 2020).

Managerial employee performance has been studied by several researchers, among others: (F. Saputra et al., 2023), (Eka & Anik, 2020), (Nguyen et al., 2020).

Employee Engagement

Because employees are given the chance to participate in the decision-making process within the organization, employee involvement can result in optimal outcomes and be viewed from a variety of perspectives. As a result of their direct participation in business operations and decision-making, employees are guaranteed to be prepared for every situation the firm may encounter. Employees that are gutsy and willing to speak up all the time are considered involved. Speaking refers to staff members who have the guts to share their thoughts, critiques, recommendations, details, assessments, conversations, and a host of other things geared at enhancing and maximizing both their own and the organization's output (Surajiyo et al., 2021).

The indicators contained in employee engagement include: 1) Work Environment: An essential determinant in enhancing employee engagement is the presence of a positive and supportive work environment. Key indicators of a positive work environment encompass equity, collaboration, transparent communication, and a corporate culture that embraces

diversity. Enhanced employee engagement can be achieved by fostering a sense of appreciation, providing adequate assistance, and offering opportunities for professional growth within a secure and optimistic work setting; 2) Leadership: The presence of effective and inspiring leadership plays a crucial role in establishing a work environment that fosters employee engagement. Positive leadership can be identified through several indicators, such as a leader who demonstrates clarity in communicating the company's vision and principles, as well as a leader who exhibits a willingness to actively listen, offer constructive comments, and provide support to staff. Employees exhibit higher levels of engagement when they are under the guidance of a trustworthy leader who inspires them to perform at their highest potential; and 3) The provision of training and professional development opportunities plays a crucial role in enhancing employee engagement. Indicators in this particular scenario encompass the presence of training programmes that are pertinent and advantageous for the advancement of employees, alongside prospects for enhancing their competencies and expertise. Furthermore, well-defined career trajectories and prospects for strategizing and attaining explicit professional objectives can significantly enhance employee engagement levels (Simamora et al., 2019).

Employee engagement has been studied by several researchers, among others: (Sudiantini & Saputra, 2022), (G. A. M. Putri et al., 2023), (Shafi et al., 2021).

Servant Leadership

Servant leadership is defined as a leadership style in which leaders emphasize their subordinates' needs and well-being while perceiving themselves as servants rather than domineering authority. According to experts, servant leadership is a leadership ideology that values service, empathy, fairness, and human development. This notion encompasses not only leadership, but also serving, motivating, and inspiring others to realize their full potential. Servant leadership benefits not only individual employees, but also the organization's overall performance and prosperity (Limakrisna et al., 2016).

The indicators contained in servant leadership include: 1) Serving Others First: A leader who practices servant leadership places a high priority on serving others, whether they be colleagues, subordinates, or society at large. Servant leaders are devoted to assisting and supporting others in accomplishing their objectives and possess a keen knowledge of their needs and interests; 2) Personal Development: The focus of servant leadership is on the advancement and maturation of individuals inside the company. In addition to seeing their subordinates as instruments for achieving organisational objectives, servant leaders also see them as human beings with room to grow. To enable their subordinates to realise their greatest potential, they provide special consideration to the growth of their knowledge, skills, and capacities; 3) Empowerment: A key component of servant leadership is giving followers the freedom to act independently and responsibly at work. Subordinates are given the freedom to choose wisely and take initiative to accomplish organisational objectives by their servant leaders. They trust their subordinates' skills to succeed while also giving them the guidance and assistance they need; and 4) Creating an Example: A servant leader serves as an example for those under them. They demonstrate what they mean by doing it as well as by saying it. By upholding strong moral principles and organisational values, servant leaders encourage their followers to follow in their footsteps (Rusli et al., 2023).

Servant leadership has been studied by several researchers, among others: (Sari & Ali, 2019), (Gunawan et al., 2022), (Sarwar et al., 2021).

Paternalistic Leadership

A philosophy of leadership known as paternalistic leadership emphasises the strong bond that exists between leaders and their subordinates, much like a father's relationship with

his children. In paternalistic leadership, the leader sees himself as an authoritative figure who serves as a guardian and is in charge of ensuring the safety and well-being of those under him. This idea is frequently connected to Asian organisational cultures, where hierarchy and reliance on leaders are typical. As a result, experts define paternalistic leadership as a type of leadership that stresses a tight bond between leaders and subordinates, with the leader serving as a figure of authority and protection who is in charge of ensuring the wellbeing of the latter. Despite being frequently linked to Asian culture, this idea also has important ramifications in the increasingly intricate world of global leadership (Shafi et al., 2021).

The indicators contained in paternalistic leadership include: 1) Great Authority: The hallmark of paternalistic leadership is the leader's strong sense of authority. Paternalistic leaders are the main decision-makers within the organisation, having considerable influence over its decisions and direction; 2) Attention and Concern: The leader's care and concern for the needs and well-being of their subordinates is another sign of paternalistic leadership. Paternalistic leaders are concerned with their subordinates' personal and professional well-being in addition to the organization's success; 3) Offering Safety: Leaders that exhibit paternalism take on the role of safeguarding their followers. They make an effort to shield subordinates from hazards that could occur at work, internal conflicts, and outside influences; and 4) Authoritarian Approach: Authoritarian management and decision-making styles are frequently associated with paternalistic leadership. Because they think they know what's best for their staff, paternalistic leaders may decide without seeking input from their subordinates (Ugurluoglu et al., 2018).

Paternalistic leadership has been studied by several researchers, among others: (Shafi et al., 2021) and (Ugurluoglu et al., 2018).

Transformational Leadership

The idea of transformational leadership centres on a leader's capacity to uplift, encourage, and alter the mission and core principles of a company. In transformational leadership, the leader prioritises the growth and development of team members as well as the organisation as a whole in addition to accomplishing pragmatic objectives. Hence, experts' definitions of transformational leadership highlight a concept of leadership that prioritises the creation of vision, inspiration, motivation, and overall organisational achievement. In the context of contemporary organisational leadership, where complexity and fast change necessitate leaders who can inspire and encourage people to accomplish shared objectives, this idea has significant ramifications (Sudiarso, 2022).

The indicators contained in transformational leadership include: 1) Inspiration and Motivation: Subordinates of transformational leaders are able to be inspired and motivated to realise their own potential. To boost morale within the company, they employ effective communication, empathy, and leading by example; 2) Transformational leaders that uphold moral principles by their actions set a good example for their subordinates. They uphold moral standards inside the company by acting honourably, fairly, and with integrity; 3) Development of Intelligence: Creative, innovative, and critical thinking are encouraged and stimulated in workers by transformational leaders. They challenge the existing quo, pose queries, and foster an atmosphere that is open to the introduction and acceptance of fresh concepts; and 4) Each Team Member Receives Individual Attention: Transformational leaders give each team member individual attention. They listen empathetically, comprehend the wants and requirements of their subordinates, and offer the support and direction required for one's own development (Rahul et al., 2019).

Transformational leadership has been studied by several researchers, among others: (Adhi & Aima, 2021), (T. Wicaksono et al., 2020), (Situmorang & Wardhani, 2022).

Previous Research

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as depicted in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Simamora et al., 2019)	Servant leadership influences employee performance through employee engagement and organizational citizenship behavior	The influence of servant leadership on employee engagement	The influence of servant leadership on employee performance	H1
2.	(Shafi et al., 2021)	Paternalistic leadership influences organizational readiness through employee engagement and Islamic work ethics	The influence of paternalistic leadership on employee engagement	The influence of paternalistic leadership on organizational readiness	H2
3.	(Datche & Mukulu, 2015)	Transformational leadership influences employee engagement in civil service in Kenya	The influence of transformational leadership on employee engagement	The research locus was conducted in Kenya	H3
4.	(Sarwar et al., 2021)	Servant leadership influences employee performance	The influence of servant leadership on employee managerial performance	The focus of the research was carried out on employees of the University of Sargodha	H4
5.	(Ugurluoglu et al., 2018)	Paternalistic leadership influences employee performance and intention to leave the job	The influence of paternalistic leadership on employee performance	The influence of paternalistic leadership on intention to leave the job	H5
6.	(Yulisharsasi et al., 2022)	Transformational leadership influences employee performance through Islamic work ethics	The influence of transformational leadership on employee performance	The influence of transformational leadership on Islamic work ethics	H6
7.	(Bedarkar & Pandita, 2014)	Employee engagement influences employee performance on the drivers	The influence of employee engagement on employee performance	The focus of the research was on drivers	H7

Discussion

Based on the problem formulation and relevant previous research, the discussion in this article is:

1. The Influence of Servant Leadership on Employee Engagement

It has been demonstrated that servant leadership, a leadership style that prioritises serving others, significantly affects employee engagement in a number of organisational domains, such as training, career development, leadership, and the work environment. The fundamental tenet of servant leadership is that an effective leader puts the needs and service of

their subordinates ahead of their own interests. Servant leaders prioritise serving others in order to foster a culture of caring, trust, and respect at work, all of which have a direct impact on employee engagement levels.

Establishing a welcoming and enjoyable work atmosphere is one of servant leadership's key effects on employee engagement. Serving as a servant leader means putting the needs and welfare of others behind your own. This fosters a culture where workers feel appreciated, supported, and inspired to give their best work. They establish solid bonds of mutual respect and benefit with their subordinates, which fosters comfort and trust in the workplace. Employee engagement and job satisfaction are positively impacted by an environment where they feel more appreciated and connected to the company.

Aside from that, servant leadership benefits organisational leadership as well. Servant leaders prioritise their subordinates' professional and personal growth in addition to their own achievement. Servant leaders forge deep bonds and foster solid connections by consistently focusing on and supporting the personal growth of their subordinates. This establishes a structure that encourages and facilitates a collaborative and inclusive leadership approach, making every team member feel appreciated and acknowledged. By offering their staff members freedom and accountability in their work, servant leaders also empower their workforce. Servant leaders foster the development of deeper skills and knowledge by allowing room for initiative and creativity. This has a direct impact on employee engagement levels. Employees are more likely to be interested in their work and feel more invested in the success of the company as a whole when they feel they have control over their work and have the chance to make a major contribution.

In addition, the behaviour and attitude of the leader serve as role models for the workforce under servant leadership. Serving as role models for their subordinates, servant leaders exhibit honesty, modesty, and a commitment to helping others. Employees are more likely to adopt attitudes and behaviours that align with the organization's values and prioritise the needs of others when they observe their leaders acting in these ways. Employee engagement levels rise as a result of the atmosphere this fosters, which instills values like accountability, teamwork, and respect for others. Aspects of career development and training also show how servant leadership affects employee engagement. By giving workers access to pertinent training, development, and career opportunities, servant leaders promote their personal and professional growth. Employees may realise their full potential in their job and professions when servant leaders provide them with the support and direction they need. This fosters an environment where workers feel appreciated and acknowledged, and are inspired to keep upskilling and learning new things.

In general, servant leadership has a significant impact on how engaged employees are with different parts of the company. Servant leaders foster an inclusive, encouraging, and stimulating work atmosphere by emphasising personal growth, empowerment, and setting an example for others. In addition to raising employee happiness and engagement, this also improves productivity, innovation, and general performance, all of which support the organization's long-term success. Therefore, companies looking to boost employee engagement and meet their objectives can find success by putting servant leadership into practice.

Servant leadership influences employee engagement, this is in line with research conducted by: (Simamora et al., 2019) and (Zeeshan et al., 2021).

2. The Influence of Paternalistic Leadership on Employee Engagement

The work environment, leadership, training, and career development are just a few areas where employee engagement is greatly impacted by paternalistic leadership, a leadership style that places a strong emphasis on authority, care, and concern for staff members as well as an

authoritarian approach to decision-making. Establishing a climate of security, comfort, and trust is one of the primary effects of paternalistic leadership on the workplace. Strong relationships between superiors and subordinates are the focus of the work environment that paternalistic leaders foster by showing tremendous concern and care for their staff. The promotion of positive relationships in an environment can lead to an increase in employee job satisfaction and engagement, as they feel appreciated and supported.

In addition, the impact of paternalistic leadership on leadership inside organisations is noteworthy. Paternalistic leaders create deep bonds and reinforce the relationship between themselves and their subordinates by providing stability and support to their workers. Although it may initially appear restrictive, an authoritarian approach to decision-making can actually increase employee involvement by guaranteeing uniformity in policies and processes and offering clear guidance. Employee trust and involvement in the company can rise as a result of this stable and dependable structure it provides. Additionally, paternalistic leaders aid in the professional growth and training of their staff members. Paternalistic leaders foster an environment where employees feel supported in advancing their knowledge and abilities by providing security and stability in the workplace. They might offer professional development opportunities and pertinent training courses, which can boost staff members' drive and interest in reaching their career objectives. Furthermore, by giving employees a clear direction and consistency, defined policies and processes can promote their career growth when decision-making is done in an authoritarian manner.

Though paternalistic leadership can increase employee engagement, there are a number of drawbacks to this strategy that should be taken into account. An authoritarian decision-making style can lower a person's sense of accountability and initiative, which over time may impede staff engagement and drive. Furthermore, an excessive dependence on superiors for guidance and assistance might weaken worker autonomy and inhibit creative thinking within the company. Therefore, even though paternalistic leadership can boost employee engagement by fostering a secure and supportive work environment and offering guidance and assistance with training and professional growth, it's critical for leaders to strike the correct balance between an authoritarian style and allowing room for employee initiative and independence. Long-term support, motivation, and strengthening of employee engagement can be achieved by paternalistic leaders through active participation in decision-making and self-development, as well as by attending to the needs and interests of their staff.

Paternalistic leadership influences employee engagement, this is in line with research conducted by: (Shafi et al., 2021) and (Ugurluoglu et al., 2018).

3. The influence of transformational leadership on employee engagement

Employee engagement in a variety of organisational aspects, such as the work environment, leadership, training, and career development, is significantly impacted by transformational leadership, a leadership style that places an emphasis on inspiration and motivation, the development of transformational leadership, the development of intelligence, and giving each team member individual attention. Transformational leadership is mostly responsible for the climate it creates in the workplace, which is founded on an inspiring and lucid vision. Transformational leaders inspire and encourage staff members to accomplish shared objectives by possessing a compelling vision for the organization's future and being able to articulate it to them in an effective manner. This fosters a vibrant and uplifting work atmosphere that can raise employee engagement and job satisfaction.

In addition, leadership in organisations is greatly impacted by transformational leadership. Strong change agents, transformational leaders inspire originality and imaginative thinking within their organisations. Transformational leaders foster an environment where people feel valued and encouraged to share their thoughts by advocating for fresh ideas and

innovative ways. By involving employees in the process of shaping the organization's future, this strategy can raise levels of engagement. Teams' ability to generate collective intelligence is another function of transformational leaders. Transformational leaders assist staff members in their professional growth by giving them clear direction and assistance in acquiring new skills and information. By providing constant assistance and direction, they foster learning and development, which can raise worker engagement.

In addition, providing each team member with individualised attention is another aspect of transformative leadership. Understanding that every employee has different requirements and goals, transformational leaders work to fulfil these needs by offering the right kind of support and direction. Transformational leaders establish an inclusive and supportive work environment that can boost job satisfaction and employee engagement by listening with empathy and attending to individual needs. Notwithstanding the favourable effects of transformative leadership on employee engagement, there are certain obstacles that must be surmounted. One is the possibility of placing too much focus on inspiration and vision, which could overshadow more sensible daily obligations and chores. Furthermore, transformational leaders must make sure they stay in touch with each employee and are aware of their wants and preferences.

Therefore, even though transformational leadership increases employee engagement by fostering a positive and change-oriented work environment, nurturing leadership, cultivating intelligence, and giving each team member individualised attention, it's critical for leaders to strike the right balance between inspiring and motivating their workforce by offering guidance and practical support in their day-to-day tasks. Long-term support, motivation, and strengthening of employee engagement can be achieved in the workplace by transformational leaders through active participation in decision-making and self-development, as well as by attending to the needs and interests of their staff.

Transformational leadership influences employee managerial performance, this is in line with research conducted by: (Yulisharsasi et al., 2022), (Datche & Mukulu, 2015), (Adhi & Aima, 2021).

4. The Influence of Servant Leadership on Managerial Employee Performance

The ideology of servant leadership, which prioritises serving others, has a significant impact on managerial performance, encompassing aspects of negotiation, planning, coordination, evaluation, and planning. Developing a leadership style that may inspire and promote service to others as the primary tenet is one of the key effects of servant leadership on management success. Serving others comes first for leaders who use servant leadership. They foster an environment in the workplace where relationships based on mutual respect and benefit are developed. When it comes to managing performance, this means that a leader who practices servant leadership sees their team members not just as instruments to accomplish organisational objectives but also as people who require assistance and direction in order to realise their full potential.

Moreover, subordinates' personal development is impacted by servant leadership. In addition to considering how to enhance organisational performance, leaders also consider how to support the professional and personal development of their subordinates. Servant leaders foster a supportive and encouraging work environment by allocating the time and resources required for staff training and development. In a management setting, this is giving employees the chance to hone their leadership and management abilities as well as giving them helpful criticism and guidance to help them perform better. Aside from that, in the context of management performance, servant leadership has a big impact on subordinate empowerment. In addition to giving commands and guidance, a servant leader grants their subordinates the freedom to decide for themselves and take independent action. Servant leaders provide their

followers the freedom to take initiative and ownership of their job, which makes them feel more invested and accountable for the outcomes. Giving subordinates the autonomy to organise and complete their own duties while providing them with the support and direction they need from the leader is an example of good managerial performance.

Furthermore, via the actions and attitudes of leaders, servant leadership produces role models for workers. A servant leader sets an example of honesty, modesty, and unwavering commitment to helping others for their subordinates to follow. Servant leaders foster an environment where values like accountability, teamwork, and respect for others are instilled by emphasising service and leading by example. Setting a good example of meticulous coordination, fair appraisal, fair bargaining, and successful planning in the context of managerial performance encourages subordinates to adopt similar attitudes and behaviours. Four primary areas of managerial performance are where servant leadership is evident: negotiation, planning, coordination, and assessment. A servant leader will involve subordinates and take into account their requirements to ensure that planning is done cooperatively. Tasks and duties will be efficiently coordinated by them, guaranteeing that resources are used to their fullest potential and that team members collaborate to accomplish shared objectives. Furthermore, they will carry out impartial and open assessments of their subordinates' work, offer helpful criticism, and offer guidance on how to do better. Last but not least, a servant leader will take into account the interests of all parties and make sure that justice is upheld during the negotiating process in order to attempt and arrive at a solution that benefits everyone.

Therefore, by fostering an inclusive, encouraging, and stimulating work environment and giving employees the attention and support they require for personal growth, empowerment, and role modelling, servant leadership has a substantial positive effect on management performance. This is demonstrated in the context of managerial performance by the servant leader's capacity for efficient planning, skillful coordination, impartial evaluation, and astute negotiation. Organisations can improve the long-term achievement of their goals by fostering a creative, imaginative, and productive work environment through the application of servant leadership in management leadership.

Servant leadership influences employee managerial performance, this is in line with research conducted by: (Simamora et al., 2019), (Sarwar et al., 2021), (Limakrisna et al., 2016).

5. The Influence of Paternalistic Leadership on Managerial Employee Performance

Planning, coordination, evaluation, and negotiation are just a few of the areas where paternalistic leadership, which places a strong emphasis on authority, care, and concern for staff members as well as an authoritarian approach to decision-making, has a significant negative influence on managerial performance. Establishing a work environment centred on security and stability is one of the primary effects of paternalistic leadership on management performance. Paternalistic leaders who exercise a great deal of authority foster an environment in which choices are made decisively and consistently, which gives workers confidence in their ability to fulfil their obligations. In terms of managerial effectiveness, this means that paternalistic leaders frequently establish high standards and precise guidelines for their subordinates to follow when doing their jobs.

Additionally, paternalistic leadership affects employees' attention and concern. As leaders, they see their staff as individuals who require care and support in addition to being instruments for achieving organisational objectives. Paternalistic leaders foster an atmosphere where close, mutually beneficial relationships can flourish by giving security and stability in the workplace as well as individualised attention to each employee's requirements and well-being. In a managerial setting, this entails giving subordinates the direction and encouragement they need to realise their full potential as well as rewarding excellent work to inspire loyalty and fortify bonds between leaders and followers. Paternalistic leadership's authoritarian style

affects management effectiveness as well, particularly when it comes to planning. Establishing a precise and comprehensive work plan that involves allocating specific duties and calculating the time and resources needed is a common trait of a paternalistic boss. This can give subordinates precise instructions on how to do their responsibilities and get the desired outcomes. However, there's a chance that this method will stifle innovation and originality in planning because choices might be taken top-down with little opportunity for input from lower-level employees. In addition, performance reviews of subordinates are impacted by paternalistic leadership. Paternalistic bosses with a lot of power can be quite helpful in assessing worker performance and offering helpful criticism. Nevertheless, this strategy may also foster a climate in which workers feel scared or intimidated, which may impede direct and honest communication between managers and staff members. As a result, it's critical for paternalistic executives to guarantee that assessments are carried out impartially and openly and that employees have the chance to voice any concerns or suggestions.

Paternalistic leadership can have complicated effects on coordination. On the one hand, a paternalistic leader's strong authority can help a team coordinate effectively by giving clear instructions and making sure everyone is working towards the same goal. An authoritarian approach to coordination, however, runs the danger of impeding team creativity and collaboration since staff members can be reluctant to share fresh concepts or opposing viewpoints with the team captain. As a result, it's critical that paternalistic leaders create a climate that values candid communication and teamwork while upholding their authority and uniformity in execution.

Lastly, an authoritarian approach to paternalistic leadership might have complicated effects during negotiations. Paternalistic leaders can, on the one hand, use their authority and position to negotiate deals that are advantageous to the organisation. But there's a chance that this strategy could lead to conflict and friction between superiors and subordinates, which could damage collaboration and impair the effectiveness of the team as a whole. In order to reach agreements that are advantageous for all sides, paternalistic leaders must therefore cultivate good communication skills and mutually beneficial relationships with their subordinates. Because paternalistic leadership fosters an atmosphere of security, focus, and autocratic decision-making, it consequently has a substantial negative influence on management performance. When it comes to planning, coordinating, evaluating, and negotiating, paternalistic leaders may be quite helpful in establishing expectations, giving the support that's needed, and encouraging productive teamwork. Paternalistic leaders must, nevertheless, maintain a delicate balance between their authority and their concern for their workers. They must also make sure that their methods foster their subordinates' professional development and progress while maintaining consistency and equity in decision-making and performance reviews.

Paternalistic leadership influences employee managerial performance, this is in line with research conducted by: (Shafi et al., 2021) and (Ugurluoglu et al., 2018).

6. The Influence of Transformational Leadership on Managerial Employee Performance

Planning, coordination, evaluation, and negotiation are all aspects of managerial performance that are significantly influenced by transformational leadership, a leadership approach that emphasizes inspiration and motivation, development of transformational leadership, development of intelligence, and giving individual attention to each team member. Transformational leadership has a significant impact on management performance through developing a workplace environment that is based on an attractive and motivating vision. A clear vision for the future of the organization can be expressed by transformational leaders, who can also inspire team members to embrace and realize this goal and foster a positive work

environment. Transformational leaders motivate staff members to exceed expectations and achieve common goals, thereby improving their performance in management positions.

Moreover, the growth of transformative leadership is strongly influenced by transformational leadership itself. Apart from giving orders, transformational leaders guide and help their subordinates become stronger leaders. They encourage their subordinates' growth both personally and professionally, teach strong leadership ideals, and help develop their leadership abilities. This suggests that, in a managerial environment, transformational leaders place equal emphasis on leadership of team members to be adept at planning, coordinating, evaluating, and negotiating as well as achieving goals and results. In addition, intelligence development is strongly influenced by transformational leadership. Employees under transformational leadership are encouraged to continuously develop both personally and professionally. This allows workers to gain the skills and information they need, provide constructive criticism, and give them access to the resources and training they need. In a management environment, this means providing team members with opportunities to hone their acumen in strategic planning, efficient coordination, sound judgment, and fair negotiation.

Lastly, transformational leadership fosters a culture where each team member receives personalized attention. Understanding that each employee has different requirements and goals, transformational leaders strive to meet these needs by offering appropriate support and direction. By listening empathetically to each team member's needs and meeting them, transformational leaders foster an atmosphere where everyone feels valued, supported, and cared for. That is, in a managerial environment, transformational leaders ensure that everyone on the team has a clear understanding of their roles and tasks and is given the help they need to achieve common goals.

Despite the many benefits of transformative leadership, there are several obstacles that must be overcome. One is the possibility of placing too much focus on inspiration and vision, which can overshadow more reasonable day-to-day obligations and tasks. Additionally, transformational leaders must ensure they stay in touch with each employee and are aware of their desires and preferences. Therefore, although transformational leadership has a significant impact on managerial performance through developing intelligence, creating an inspiring and change-oriented work environment, and providing individual attention to each team member, it is important for leaders to take appropriate action. A balance between inspiring and motivating staff members by offering guidance and support in their daily work. Long-term support, motivation and strengthening employee engagement can be achieved in the workplace by transformational leaders through active participation in decision-making and self-development, as well as by taking into account the needs and interests of their staff.

Transformational leadership influences employee managerial performance, this is in line with research conducted by: (Ratnasari et al., 2020), (Mujiburrahman et al., 2017), (Yulisharsasi et al., 2022).

7. The Influence of Employee Engagement on Managerial Employee Performance

Planning, coordination, assessment, and negotiating performance of managers are greatly impacted by employee engagement, which is comprised of a supportive work environment, strong leadership, sufficient training, and long-term career growth. A collaborative, creative, and open communication-oriented work atmosphere is a critical component of engaged employees. Employee motivation, trust, and a sense of ownership over work products can all be raised in a supportive workplace. As a result, workers will be more driven to provide their best efforts to all managerial responsibilities, such as negotiation, team coordination, strategy planning, and performance assessment.

Managerial performance is also significantly influenced by effective leadership. An environment where workers feel appreciated and encouraged is produced by a leader who can

inspire, provide clear direction, and foster employee development. In addition to inspiring workers to work towards shared objectives, strong leadership can enhance management effectiveness. Effective leadership can help managers work better by creating efficient planning methods, efficiently coordinating tasks, giving constructive criticism during performance reviews, and assisting in fruitful negotiations.

Moreover, professional development and training have a significant impact on managing performance. Workers are more likely to possess the abilities and know-how required to successfully perform their managerial responsibilities if they have access to opportunities for professional growth and pertinent training. Furthermore, continuous professional growth can support workers as they advance and take on new tasks in their managerial positions. Within the planning environment, training can assist staff members in acquiring the strategic and analytical abilities required to create work plans that are successful. Coordination-wise, training can enhance the leadership and communication abilities required to effectively lead a team. Employees who receive training may become more adept at giving frank, constructive criticism during performance reviews. Employees that receive training in negotiations can become more adept at negotiating and come to profitable deals.

Nonetheless, in order to get the best possible managerial performance, organisations must take into consideration the elements that impact total employee engagement. This entails fostering a welcoming and encouraging work atmosphere, exercising effective leadership, and offering pertinent, continuous training and career growth. Organisations may boost employee engagement and enhance their managerial effectiveness in planning, coordinating, evaluating, and negotiating by giving these factors enough attention. Employees with the greatest level of involvement in planning will comprehend the organization's objectives and how they fit into the bigger picture.

This will significantly aid in the formulation of successful strategies and assist them in creating work plans that are consistent with organisational goals. Employee involvement may improve teamwork and guarantee that everyone is working effectively towards a common objective when it comes to coordination. Engaged workers are more inclined to accept accountability for their work and make an effort to get better every time during performance reviews. Finally, there will be a higher chance of a successful contract because the employees engaged in the talks will have improved communication skills and a higher level of self-confidence. Therefore, a manager's ability to plan effectively, coordinate well, evaluate employees fairly, and negotiate successfully is all impacted by employee engagement. Organisations can increase management performance and accomplish their strategic goals more quickly by focusing on the elements that affect employee engagement.

Employee engagement influences employee managerial performance, this is in line with research conducted by: (Agustono et al., 2023), (Nugroho & Ratnawati, 2021), (Yandi & Bimaruci Hazrati Havidz, 2022).

Conceptual Framework

Based on the problem formulation, relevant previous research and the results and discussion of the research above, including:

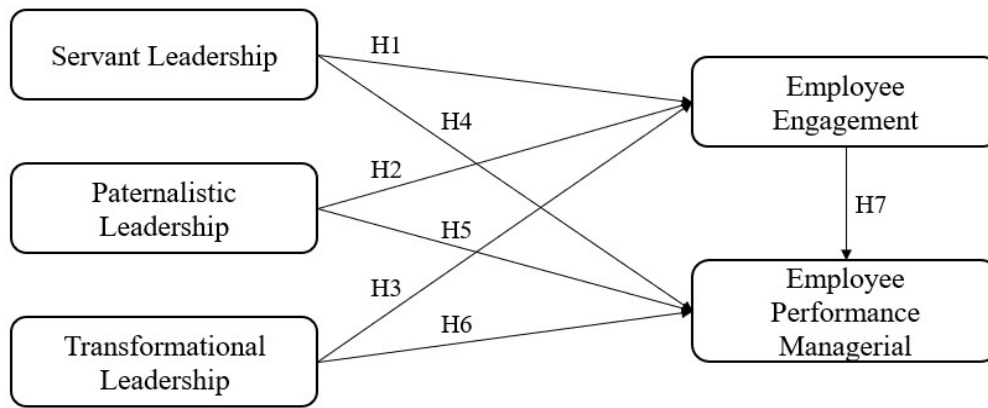


Figure 1. Conceptual Framework

Based on Figure 1 above, servant leadership, paternalistic leadership and transformational leadership influence employee engagement and employee managerial performance. Apart from the independent variables above which influence the dependent variable (employee engagement and managerial employee performance), there are other variables which influence employee engagement and managerial employee performance, including:

- 1) Work Environment: (F. Saputra & Mahaputra, 2022), (Widjanarko et al., 2023), (R. M. Wicaksono et al., 2022).
- 2) Work Culture: (Putra et al., 2020), (Rajab, 2021), (Hafat & Ali, 2022), (Mahaputra & Saputra, 2021).
- 3) Leadership Style: (R. F. A. Saputra et al., 2021), (F. Saputra & Mahaputra, 2022b), (Widodo et al., 2017).
- 4) Employee Education Level: (N. S. Putri et al., 2019), (Febriana Eka Wulandari, 2019), (Jumawan, 2021).

CONCLUSION

Based on the background of the problem, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Servant leadership influences employee engagement.
2. Paternalistic leadership influences employee engagement.
3. Transformational leadership influences employee engagement.
4. Servant leadership influences employee managerial performance
5. Paternalistic leadership influences employee managerial performance.
6. Transformational leadership influences employee managerial performance.
7. Employee engagement influences employee managerial performance.

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