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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

**Strategy Organization Development: Analysis Competence, Work Environment, and Leader Style****Jumawan<sup>1\*</sup>, Hadita<sup>1</sup>, Wirawan Widjanarko<sup>1</sup>,**<sup>1</sup>Universitas Bhayangkara Jakarta Raya

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Email: [jumawan@dsn.ubharajaya.ac.id](mailto:jumawan@dsn.ubharajaya.ac.id)**ABSTRACT**

This article aims to examine and synthesize literature review studies related to Development organization, Competence, Work Environment and Leader Style and to look at the results of research on the variables to be reviewed and whether there is an influence between one variable and another. This study uses a literature review by looking for references related to related variables sourced from library research methods, online media, google scholar, websites science direct and paraphrase mendeley. This study provides an overview of several articles obtained by describing the influence between variables. The results of this study are: Organizational Development is influenced by competence, work environment, and leadership style. The Organization Development Study in this literature article summary explicitly focuses on supporting variables that can increase competence, work environment, and leadership style. Scientific articles that aim to build research hypotheses about the influence of variables are to be used in further research.

**Keywords:** Development organization, Competence, Work Environment, Leader Style

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**INTRODUCTION**

Organizational development or organizational development is one of the areas of development in human resource management / human resource management systems. Organizational development focuses on helping organizations use their human resources to achieve sustainable performance improvements. In general, the goal of organizational development is to enable organizations to solve problems, provide better answers, and adapt to changing industries, markets, and technologies. It is clear that the purpose of organizational development is to increase the effectiveness of quality organizations. Therefore, the members of the organization themselves are the main target group for organizational development. The purpose of organizational development is to shape the attitudes and mindsets with which members of an organization deal with each other in order to form the working groups expected of the organization. Note that in the future, only rapidly developing and progressive organizations will react to the changes that are taking place. Current and future managers must not only be flexible and able to adapt to a dynamic environment, but also be able to anticipate various changes and proactively prepare for various organizational development programs.

To survive in such conditions, organizations must be able to guide their members to adapt appropriately and to benefit from the positive effects of these changes through organizational development. Organizational development can encourage management to solicit feedback from employees and communicate clearly so that employees understand what is expected of them at work. Organizational development aims to understand the needs of employees and provide them with the resources to complete their work tasks. Organizational development encourages all departments to foster collaboration and improve communication, results and growth. Organizational development assessments can identify areas where changes would be beneficial and alert relevant departments so they can respond accordingly.

Competence is the ability of each individual to do the job and includes the knowledge, skills and attitudes towards work that meet the expected standards. For large companies, employees are assets that need to be continuously developed. The purpose of this development is to increase labor productivity, increase efficiency, develop career opportunities or find potential employees. Direct supervisors are responsible for employee development. The boss is the person who spends most of his time with the employee, so he is the person who knows best the developments needed to meet the company's future challenges. The problem is that many bosses do not know how to train their subordinates or subordinates.

Employee qualifications play an important role in the effective execution of tasks. So, of course, there are many benefits to hiring top talent. As mentioned earlier, companies, especially large ones, use their expertise to screen large numbers of candidates. Leveraging your talent not only makes it easier for you to select the best candidates, but it also gives you many benefits, including indicating labor standards set by the company, high professional qualifications can improve enterprise productivity, wage systems can make job skills the basis for the development, simplify your company's processes in adapting to the ever-changing world of business.

The work environment is the physical, social and psychological life within an enterprise that affects employee performance and productivity. Some experts describe the working environment as everything that surrounds and influences employees as they work and perform their duties. Some experts argue that the work environment is all the tools and

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devices that employees face, including the environment, the way they work, and how they work individually or as a group. The working environment is not only where employees work, but also the factors that make or break employee productivity. When employees work in a good work environment, ideas, productivity, and performance are enhanced. Conversely, if the work environment is not good and does not support performance and productivity, employees are less able to do a good job. The nature of the physical and non-physical work environment has a significant impact on employee efficiency and productivity. Employees work more efficiently and produce maximum output when they are in an environment that strongly supports their creative ideas. On the other hand, it is difficult to have an efficient and functional working system when the nature of the working environment supports employees and public works. For employees, the work environment is very important and an influencing part of how a company operates. The working environment affects the productivity of a company because a good and satisfying work environment definitely improves the performance of employees. It is important to maintain a stable and comfortable work environment.

Leadership is one of the management functions aimed at influencing, directing, motivating and controlling others to carry out tasks aimed at achieving organizational goals and objectives. is. A manager's leadership or leadership skills have a significant impact on organizational performance, especially the achievement of organizational goals. People who perform this administrative function are commonly referred to as administrators or administrators in English. For an organization to function optimally, leaders must possess leadership qualities. Leadership and management are essentially two different things, but they have something in common and are interrelated. To achieve the planned organizational goals, executives must also be able to act as managers. All managers have different leadership styles. Each leadership style has its own strengths and weaknesses for an organization, company, or institution.

Autocratic leadership is characterized by constant privatization of the organization, arrogance, equating individual goals with those of the organization, viewing subordinates as mere tools, reluctance to accept criticism and suggestions, and excessive formal force. A leadership style that has a standard or characteristic that you rely on and use all the time. The general approach to coercion and punishment has changed. Signs of an autocratic leadership style: (1) concentration of authority (2) labor productivity (3) each leader's decisions are considered valid and his subordinates are obliged to accept orders without hesitation. b. Democratic leadership is a leadership style that regards subordinates as the most noble beings in the world and always strives to balance the interests and goals of the organization with the personal interests and goals of subordinates. Ready to accept suggestions, opinions and even criticism from subordinates. Always make subordinates succeed and strive to improve skills as a manager. Characteristics of a democratic leadership style: (1) Good relationship between superiors and subordinates (2) Respect for subordinates (3) Management listens to subordinates' opinions. c. Free Leadership or Laissez-Faire This leadership style is the opposite of the autocratic leadership style. In this type of leadership, managers are mostly passive and often avoid responsibility. Independent directors tend to choose a passive role and run the organization at its own pace. Here we assume that the leader has free convictions, gives his subordinates maximum freedom, and that all his endeavors will soon be crowned with success.

Of his three leadership styles above, the autocratic style is the most common in government bureaucracy. An autocratic style is one that embraces the talents/characters of

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the person being introduced to its leadership. This dictatorship is centralized and power is concentrated in one person. In the autocratic style, a leader is someone who has a great deal of influence over the followers who support him. This effect makes leaders fearful, impatient, and dependent on what they say. In addition, his style of autocratic leadership makes others dependent on what they have, without which they can do nothing. The relationship becomes symbiotic and mutual, with both sides finding it mutually beneficial. In its leadership, an autocratic leader has powers that are considered unlimited. Authority here can be interpreted as the right given to a manager to make decisions in the implementation of issues/policies, even if those decisions may be detrimental to the interests of subordinates/organization.

From the above description, we can conclude that in order for an organization to develop, it needs to support competence variables, work environment and management style. With these three variables, it is easy for management to further develop the organization. A highly competent employee ensures that they quickly understand the tasks assigned to them, and a supportive work environment automatically motivates them to further develop the organization. Last but not least, management style plays an important role in the presence of wise leaders who accelerate organizational development.

### **METHOD**

Writing this article aims to review & synthesize the available literature related to organizational development so that it can contribute to an understanding of independent competency variables, work environment and leadership styles that influence organizational development. Therefore, through writing this article, the author tries to review some of the literature based on books, research journals and other sources of information both from the mass media, electronic media and relevant website pages in order to find out the factors that cause an increase in employee performance. This article lays the theoretical foundation for future research on improving employee performance and can help personnel managers think about how to apply strategies to their organizational environment to develop their organizations.

The study of the concept of organizational development in this article is explained explicitly on the factors that drive competency, work environment, and leadership style as a business organization's journey process in creating career development strategies. To obtain the information and data required in this paper, the following data collection techniques are used in documents/libraries, namely the technique of obtaining data by studying documents related to the problem under study. The data analysis method in this study used a qualitative analysis technique using inductive thinking patterns. This analysis process involves a content analysis, a detailed explanation phase, analyzing the nature, characteristics, content, and context of the data, interpreting them theoretically, and drawing conclusions using the stated reasons data Use analytical techniques.

### **RESULT AND DISCUSSION**

Career planning and development is a planning process. Identify employees, career goals, and pathways to goals. Career planning and development programs Employees explore their interests, aspirations, and career choices within the company. This process allows employees to look for improvement opportunities for further growth. Expertise and ability to achieve the desired position. Management is necessary for that We take our employees seriously and treat them with respect for their potential Use of process direction

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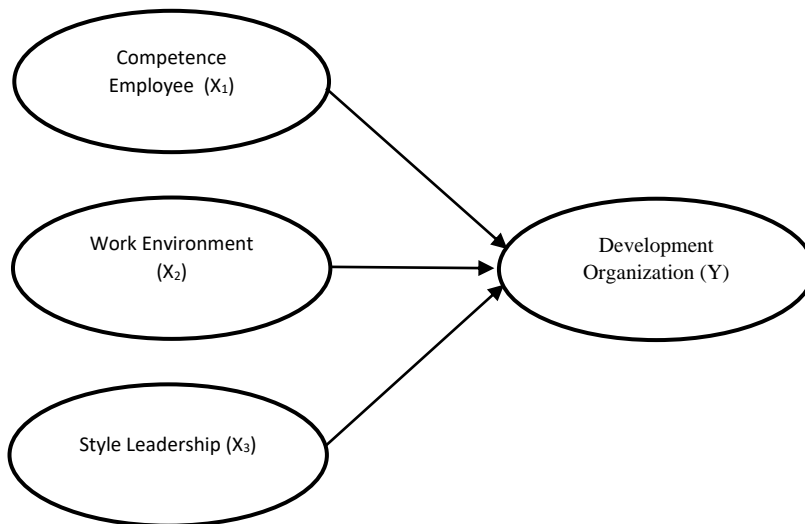
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and paths, and career development according to needs Benefits between employees and company for mutual benefit Career development must be able to give security to employees in order to be more transparent and guaranteed all abilities, intelligence, insight, motivation, Employee commitment to status maintained throughout the process and career development Here, you can try to develop employees in the direction of the right person in the right place.

Step Organization Development Concepts to Organization career planning Integrate human capital needs, A range of more career activities focus on career path (career path). Goals of Career Planning Program Organizations are: (1) More effective human resource development available talent. (2) Opportunities for employee self-evaluation think about career path traditional or new career paths. 3.Human resource development. This is more efficient within and between department and/or geographic location. (4) Response to development needs staff personally. (5) Improved performance through experience About vocational training Vertical and horizontal career steps. (6) Increase loyalty and motivation Employees who can cause Lower turnover rate (7) How to determine your needs training and development. wise opinion say our life direction is very clear Through three key decisions we made Around. First ownership decision Areas of education that we pursue. Second, the decision to choose a partner our lives, and thirdly the decision to choose a profession (often narrowly career choice). These three things were decided in advance need to plan ahead choose what is best and what is best should make. In particular This discussion will review the issue career planning. Career plan good intentions determine us achieve appropriate career goals expect and contribute life success. real career planning wider dimension career development. career planning. Closely related to long-term planning the length of the employee himself, it is not Limited to specific organizations.

**Framework Novelty Research**



**Figure 1.** Conceptual Framework Research.

**DISCUSSION**

With Mendeley program, (Benevene & Buonomo, 2020) Work team development is needed to make a solid team to achieve the company's mission. (Waruwu, 2016) The work program is made by management to get the attention of the leadership so that the

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organization's development plan goes well. (Ibrahim et al., 2017) Organizational development is one of the efforts to survive and not be inferior to other competitors. (Elenkov, 2002) A leader must be able to control unforeseen circumstances and must be able to be a role model for making innovations in career development and organizational development. (Raisová, 2012) Competence is needed to improve the performance and quality of employees. (Gultom et al., 2022) Competence is a basis for management to determine the grading of employees in the company. (Angkoso & Setyawati, 2019) Employee competence will produce a quality performance for the progress of the company. (Susanto, 2022) An employee must have a lot of competence to support his duties and responsibilities, having good competence will automatically be able to complete the task well. (Susanto et al., 2020) Employees who want to quickly get a promotion must have the competence according to the desired position. (Pahrudin et al., 2018) Employees who want to quickly get a promotion must have the competence according to the desired position. (Susanto et al., 2023) The assessment process can be carried out before starting organizational development, all employees must follow the assessment process. (Llorens et al., 2018) In leading an organization, leaders generally have their own style to lead, for example with transformational leadership, (Tyssen et al., 2014) Group members will want to follow the leader if the leader becomes a role model (Harwiki, 2016) Organizations will be successful if a leader is wise and becomes an agent of change (Kloutsiniotis & Mihail, 2020) Turnover can be prevented by having career paths and organizational development.

**IMPLICATIONS**

By discussing the factors that influence the development of an organization, researchers at least know the success factors of an organization's enterprise in developing, and hopefully this article can be used as a reference in the future. can be used by researchers to implement library collections. Organizational development is the application of behavioral science knowledge involving the development, improvement/enhancement, and enhancement of whole systems prepared for the strategies, structures, and processes that lead to organizational success.

**CONCLUSION**

Organizational development focused on improving internal communication can have a direct impact on employees to enable them to respond as desired to industry and market changes. This is supported by an employee development system. The company regularly trains its workforce to meet the demands of the growing market. Employee development can be achieved through learning programs, training, skill/competence enhancement, and work/business process improvement. Organizational development companies are committed to continuously improving their business. The OD process creates a continuous improvement cycle in which each strategy is planned, implemented, evaluated, improved, and its implementation monitored. A proactive organizational development approach incorporates changes that occur both internally and externally and leverages these changes for internal organizational updates.

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