ORGANIZATION DEVELOPMENT PROJECTION: ANALYSIS OF LEADERSHIP STYLE, TEAMWORK, COMPETENCE EMPLOYEE AND RECRUITMENT PROCESS

* Nuraeni[1], Shaqina Nuruly[2], Siti Hafnidar Harun[3], Primadi Candra Susanto[4]

[1,3] Univeritas Muhammadiyah Jakarta, Tangerang Selatan, Indonesia
[2,4] Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

*Coresponding author.
E-mail addresses: nur.aini@umj.ac.id

ARTICLE INFO

ABSTRACT

This article aims to examine and synthesize literature review studies related to the variables being studied, namely organization development projection, leadership style, teamwork, employee competence and recruitment process, as well as look at the results of research on the variables to be studied and whether there is influence between one variable with other variables. This study uses a literature review by looking for references related to related variables sourced from library research methods, online media, google scholar, direct science, zotero and mendeley. This study provides an overview of several articles obtained by describing the influence between variables. The results of this study are: The Organizational Development Study in the summary of this literature article explicitly focuses on supporting variables that can improve Leadership Style, Team Work, Employee Competence and Recruitment Process. Scientific articles that aim to build research hypotheses about the influence of variables to be used in further research.

1. INTRODUCTION

Organizational development, also called organizational development, is a form of planned change. These changes come in the form of both modernization and constant renewal. Organizational development is a continuous or long-term program aimed at improving the viability of an organization by developing specific changes. This is usually done by collecting information or data. This information is used as a reference to improve your organization's performance. All companies should try to further develop their organization and business model. Organizational development creates a pattern of constant improvement in which strategies are developed, evaluated and implemented, and their results and quality are evaluated This creates a working atmosphere and

environment that is very beneficial for the company. Because all levels are open to change in all its forms, both in the company's internal and external environment. The subsequent advantage of organisation improvement is to ofa for powerful verbal exchange, interaction, and comments inside an organisation. Both veexchangeshange among personnel and personnel with superiors. An green verbal exchange machine will create alignment among personnel and the company's dreams, values and dreams. Organizational improvement is likewise taken into cons moderation as a technique. It also can be interpreted that the improvement of this organisation isn't absolute meth to a tuble that arises withinside the organisation. This technique will generally maintain and final a protracted time. The motive is, withinside the technique there are such a lot of stages. Starting from identification, trouble definitive, and records collection.

Additional projections can then be made to help the planet see supply issues and determine what changes are needed. Then plan, work hard, and rate the ratings and comments to build the export along with the overall implementation. To enhance organizational effectiveness through adherence to organizational values and traditions. Organize personal dreams for your organization. Optimizing the capabilities of each human being while promoting their contribution to the organizational development of all kinds. Align each person's behaviour with organizational structures, strategies, aspirations, and approaches. Evaluate issues within the organization and implement various interventions to create quality change. Drive values that belong across the organization.

Organizational development is something that every organization needs to do. The goal is to enable organizations to develop better and have greater reach, rather than standing still. Organizational development can take the form of establishing organizational subunits, recruiting new members, developing strategies, and updating the vision and mission for organizational restructuring.

All social classes are affected, especially during the ongoing pandemic. Even large nations, let alone organizations, must take action to protect themselves from global catastrophes and black swan impacts. Organizations need to understand that everything in the organization is one entity, so they need the same goals to guide them. Organizational development is something that every organization needs to do. The goal is to enable organizations to develop better and have greater reach, rather than standing still. Organizational development can take the form of establishing organizational subunits, recruiting new members, developing strategies, and updating the vision and mission for organizational restructuring.

All social classes are affected, especially during the ongoing pandemic. Even large nations, let alone organizations, must take action to protect themselves from global catastrophes and black swan impacts. Organizations need to have the same goals that guide them, because everyone in the organization needs to understand that he is one entity. An organization must survive to protect the lives of its members. For example, humanitarian organizations, religious organizations, and entrepreneurship. In order to continue our activities in a crisis, we have to survive in various ways. Benefits of organizational development during the pandemic. The definition of organizational development is organizational change that is planned and structured and has specific goals that must be achieved together. These changes include institutional updates and are ongoing.

The existence of strategies to minimize fraud within the organization should also be considered. Second, organizations need to have a tremendous impact on both the organization and society as a whole.

2. LITERATURE REVIEW

2.1 First Literature

In developing the company's organization, mentoring and coaching methods should be used as appropriate media (Kamaratri & Adhikara, 2019). The Human Resource Information System technology information system can map employee career development to organizational development

systematically (Susanto & Parmenas, 2021). Organizational commitment is realized by organizational development efforts so that the organization can survive and compete with competing companies (Adam et al., 2020). Employee readiness for change for the better is something that really helps the company to develop the organization into a large organization (Zulkarnain & Hadiyani, 2014). Leaders need to design a strategy for employee development, if employees are competent and expert by themselves can develop the company's organization (Adiguzel et al., 2020). Organizational culture affects the speed of management to develop their organization, this can happen to all companies (Sopyan & Ahman, 2015). When selecting employees for the Human Research Division, it is clear at a glance whether the interviewee is the type of person who is likely to grow or not (Moore et al., 2020). Includes tips for clinical care team leaders and team members, and for managers who support or supervise clinical teams (senior executives, middle executives, crisis teams) (Tannenbaum et al., 2021). We have developed and refined three main aspects of the teamwork process (Dinh et al., 2021). A transition process occurs between performance episodes. Team actions include mission analysis, goal setting and strategy formation.

2.2 Second Literature

Increased employee performance is demonstrated by increased cognitive performance, emotional intelligence, and social intelligence (Firdaus et al., 2021). Career development basically aims at improving and enhancing the efficiency of the employee's work performance so that the employee can make the maximum possible contribution to the achievement of the company's goals (Mohamad Muspawi, 2017). Effective coordination between parts or units and lines within an organization establishes the communication and performance of each activity carried out by each organizational unit, which is ultimately carried out effectively (Waruwu, 2016). Changes made at the organizational level are commonly referred to as organizational development (Wahyu Purhantara, 2009). Employee development activities are very important for employees as they are activities that show that the organization cares about them and wants them to grow (Sasidaran, 2018). Communicators and communicators within an organization need clear communication tools to understand each other's needs (Harahap et al., 2021). This is necessary to achieve organizational goals. For this reason, organizational leaders must recognize that everyone involved in the organization has needs that need to be addressed.

2.3 Third Literature

Various organizations need a strong leadership style that drives employee performance (N et al., 2015). Some organizations, like tractor factories, face the following problems. Low innovation, low productivity, failure to meet performance goals. We predicted that project managers' leadership style should be transformational rather than transactional, but we found no significant association (Prabhakar, 2005). Competence is the characteristic of an employee who has contributed to improving performance and achieving organizational results (Taryaman et al., 2017). Ariffin at.all also confirmed that competencies combine knowledge, skills and abilities with other traits such as values, motivation, initiative and self-discipline. Competition helps organizations create a culture of high performance because competition is required in all HR processes (Aima et al., 2017). The organization grows, survives and is supported by talented employees in its field (Hamza et al., 2021) The selection process involves many steps that must be taken after selecting the right employee for an available position. This process begins after hiring and divides competitors into two sections: those who are offered jobs and those who are not offered jobs. Affects workforce recruitment and retention, higher salaries and compensation (Davies & Butler, 2022).

3. METHODS

Data for this paper were collected using the document/literature review data collection method. The goal of this methodology is not generalization, but deep understanding of the problem. Literature Search Literature search is conducted by examining data obtained from documents, records, files and other documented sources.

4. FINDINGS AND DISCUSSION

Organizational development or organizational development is one of the areas of development in human resource management / personnel management systems. Organizational development focuses on helping organizations achieve sustainable performance improvements through human resources. In general, the goal of organizational development is to enable companies to solve problems, provide better answers, and adapt to changes in industry, market, and technology. It is understood that organizational development aims to increase the effectiveness of quality organizations.

Therefore, the main goal of organizational development is the members of the organization themselves. Organizational development aims to form the mutual attitude and spirit of organizational members so that the work team expected from the organization is created. A company's organizational development goals vary depending on the type of company. An example is shown below. Group companies: The main purpose is to make a profit For non-profit organizations: The aim is to create socially sound cultural values for healthcare. The goal is adaptability to improve better community service capabilities. But if I had to cite the main goal, it would be to make the organization more competitive.

Competitiveness here means that each organization has its own resources and capabilities that help the company succeed in the market. The development strategies implemented focus on building organizational capacities according to current functions and adapting them to achieve goals. Therefore, although the process of change is often only temporary, it is an ongoing process. Organizational development step Organizational development is actually quite extensive and complex as it involves many stakeholders.

Refer to these sources to share steps for developing your organization with the following focal points:

1) People and their activities People and their activities are programs of change related to interpersonal, group, and organizational dynamics. This is the most basic and also the best known point. The goal is to be individual and especially to improve communication with others. Employees are trained in good interpersonal relations.

2) Structural reform Structural innovation refers to programs of change related to technology and organizational structure. This is becoming more and more relevant with today's use of technology and rapidly changing markets. The functional structure of an organization is key to how operations work. You're probably familiar with classic hierarchical or functional organizational charts. Other structures include area, matrix, process, customer centric, and network structures. All the work must be done to get the result.

These results will vary by organization. Work can be designed so that results are achieved as quickly as possible. Different skills are required depending on the approach an organization chooses. Designing a job for optimal productivity is called job design. Organizational development is one of the development areas of Human Resources/Personnel Management Systems. Organizational development focuses on helping organizations achieve sustainable performance improvements through human resources. In general, the goal of organizational development is to enable an organization to solve problems, provide better answers, and adapt to changes in industry, market, and technology.
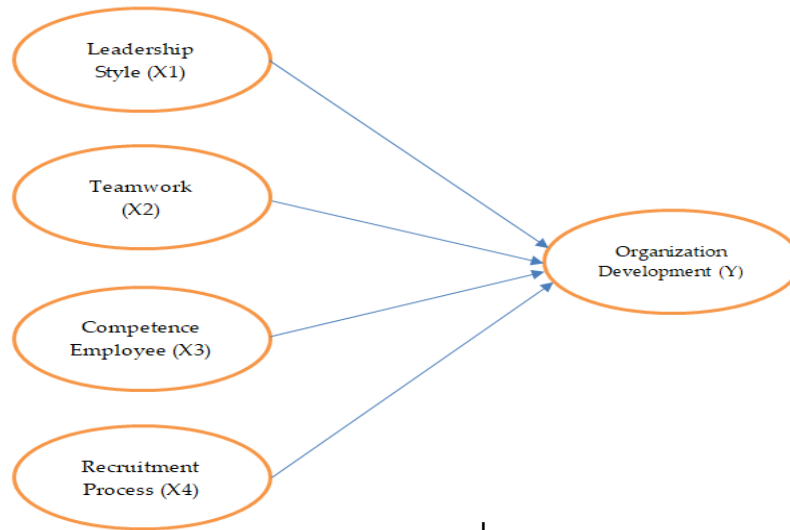
Figure 1. Research Result Model

5. CONCLUSION

In general, the purpose of organizational development is to enable an organization to better respond and adapt to industry/market changes and technological advances (including future changes). Organizational development is also an important tool for controlling and planning company growth. To enable companies to better respond and adapt to industry/market changes and technological advances. As an important tool for controlling and planning the growth of a company. As a means of identifying the types and aspects of change required within an organization. As a discriminating tool for company growth by customers. As an analysis of product development elements and search for effective innovation. Create efficient and accurate workflows.

Organizational development during this pandemic must first cover the basics. We need to start by solidifying the foundation of the organization and instilling the principle that individuals are a team with a common goal. Responding to the challenges of rapid change requires agile, adaptable, and methodical organizations. Implementation-oriented organizational design also requires human scale with appropriate competencies.

Based on the above understanding of organizational development and the benefits of organizational development, we can conclude that strong organizations can survive in global crises like the present. We have a strong internal track record and plans to make positive organizational changes. The purpose of organizational change is to expand the organization's reach, improve its organizational structure, and scale the organization to survive the pandemic.

ACKNOWLEDGEMENTS

REFERENCES

Adam, A., Yuniarsih, T., Ahman, E., & Kusnendi, K. (2020). The Mediation Effect of Organizational Commitment in the Relation of Organization Culture and Employee Performance.

Adiguzel, Z., Ozcinar, M. F., & Karadal, H. (2020). Does servant leadership moderate the link between strategic human resource management on rule breaking and job satisfaction? European Research on

Management and Business Economics, 26(2), 103–110. https://doi.org/10.1016/j.iedeen.2020.04.002

Aima, H., Adam, R., & Ali, H. (2017). Model of Employee Performance: Competence Analysis and Motivation (Case Study atPT. Bank Bukopin, Tbk Center). Quest Journals Journal of Research in Business and Management, 4, 2347–3002. www.questjournals.orgwww.questjournals.org

Davies, K., & Butler, K. (2022). (Under)valuing lived experience in the disability workforce: A snapshot of Australian job recruitment. Australian Journal of Social Issues, February, 1–16. https://doi.org/10.1002/ajs4.238

Dinh, J. V., Schweissing, E. J., Venkatesh, A., Traylor, A. M., Kilcullen, M. P., Perez, J. A., & Salas, E. (2021). The study of teamwork processes within the dynamic domains of healthcare: A systematic and taxonomic review. Frontiers in Communication, 6(February). https://doi.org/10.3389/fcomm.2021.617928

Firdaus, A. J., Siregar, E. S. F., Pratiwi, T., & Sahputra, D. (2021). Peran Komunikasi Organisasi Dalam Pengembangan Organisasi. Tabularasa: Jurnal Ilmiah Magister Psikologi, 3(2), 134–140. https://doi.org/10.31289/tabularasa.v3i2.637

Hamza, P. A., Othman, B. J., Gardi, B., Sorguli, S., Aziz, H. M., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Ali, B. J., & Anwar, G. (2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. International Journal of Engineering, Business and Management, 5(3), 1–13. https://doi.org/10.22161/ijebm.5.3.1

Harahap, S. W., Br. Ginting, R. R., Rasyidin, M., & Sahputra, D. (2021). Komunikator dan Komunikan dalam Pengembangan Organisasi. Tabularasa: Jurnal Ilmiah Magister Psikologi, 3(1), 106–114. https://doi.org/10.31289/tabularasa.v3i1.629

Kamaratri, N. S., & Adhikara, M. F. A. (2019). Apakah fungsi mentoring , motivasi dan pengembangan karir mempengaruhi kinerja perawat. Journal of Hospital Management, 2(1), 199–215.

Mohamad Muspawi. (2017). Menata Pengembangan Karier Sumber Daya Manusia Organisasi. Jurnal Ilmiah Universitas Batanghari Jambi, 17(1), 114–122. https://media.neliti.com/media/publications/225593-menata-pengembangan-karier-sumber-daya-m-e78b99f7.pdf

Moore, S. J., Durst, P. T., Ritter, C., Nobrega, D., & Barkema, H. W. (2020). Effects of employer management on employee recruitment, satisfaction, engagement, and retention on large US dairy farms. Journal of Dairy Science, 103(9), 8482–8493. https://doi.org/10.3168/jds.2019-18025

N, I., S, A., & N, H. (2015). Arabian Journal of Business and. Arabian Journal of Business and Management Review, 5(5), 1–6. https://doi.org/10.4172/2223-5833.1000146

Prabhakar, G. P. (2005). S Witch L Eadership in P Rojects L Eadership on P Roject S Uccess Across. Management, 1997, 53–61.

Sasidaran, S. (2018). Impact of Training on Employee Performance : A Case Study of Private Organization in Sri Lanka. IOSR Journal of Business and Management, 4(6), 646–661.

Sopyan, K., & Ahman, E. (2015). Pengaruh Budaya Organisasi, Kepuasan Kerja, dan Keterikatan Karyawan (Employee Engagement) terhadap Kinerja Karyawan di Dinas Perhubungan, Komunikasi dan Informatika (Dishubkominfo) Kabupaten Sukabumi. In Jurnal Ilmu Manajemen & Bisnis (Vol. 6).

Susanto, P. C., & Parmenas, N. H. (2021). Peluang Dan Pengembangan Bisnis Software Human Resource Information System Di Era Revolusi Industri 4.0. … Business Journal, 8(2), 50–54. http://ejournal.stma-trisakti.ac.id/index.php/premium/article/view/15

Tannenbaum, S. I., Traylor, A. M., Thomas, E. J., & Salas, E. (2021). Managing teamwork in the face of pandemic: Evidence-based tips. BMJ Quality and Safety, 30(1), 59–63. https://doi.org/10.1136/bmjqs-2020-011447

Taryaman, E., Hady, H., & Limakrisna, N. (2017). Determinan of Job Satisfaction And Its Satisfaction And Its Implications On Employee Loyalty : Empirical Study at Financial Management Apparatus Government of West Java Province. Economic and Business Review, 1(1), 1–20.

Wahyu Purhantara. (2009). Organizational Development Based Change Management. Jurnal Ekonomi

& Pendidikan, 6(2), 154–166.

Waruwu, K. (2016). Strategi Keberhasilan Organisasi Berdasarkan Program Organizational Development and Change. Jurnal Ilmu Komunikasi, 14(1), 22–29.

Zulkarnain, -, & Hadiyani, S. (2014). Peranan Komitmen Organisasi dan Employee Engagement terhadap Kesiapan Karyawan untuk Berubah. Jurnal Psikologi, 41(1), 17. https://doi.org/10.22146/jpsi.6955