Company Management: The Influence of Organizational Structure and Leadership on Team Performance

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Abstract

This research is driven by a need to gain insight into the key roles that effective leadership plays in achieving optimal performance within teams. In order to fully comprehend the dynamics of team leadership, it is essential to have a robust theoretical and conceptual framework in place. This understanding will help us to identify the factors that influence team performance, and in particular, the role that effective communication, positive feedback, rewards and recognition, and the creation of a supportive work environment plays in motivating teams. In addition, it is vital to consider the key factors that influence the performance of high-functioning teams, which include elements such as team trust, collaboration, effective communication, and leader support. This research employs the methodology of a literature study to ascertain the role of leadership in organizations. In conclusion, team leadership plays an essential role in achieving effective team performance in organizations. By developing a robust theoretical and conceptual framework, leaders can cultivate the practical and strategic insights necessary to lead teams effectively. Effective leaders influence team performance motivation, manage conflict, build cooperation, and create a supportive work environment. The significance of effective team performance is also evidenced by the key factors that influence great team performance. In practice, leaders must be able to apply these insights in a practical manner in order to achieve the desired results.

Keywords: Company, Leadership, Management

INTRODUCTION

The study of leadership in organizational work teams is becoming one of the most popular and rapidly growing areas of leadership theory and research. A team is a special type of group whose members are interdependent, have a common goal, and must coordinate their activities to achieve that goal. Northouse, Peter G. (2013: 217).

In general, leadership can be defined as the process of influencing others to achieve organizational goals, motivate follower behavior to achieve those goals, and improve the group and its culture. Leadership is considered a tool or means to persuade someone to do something voluntarily so that the desired goal can be achieved. Karnan (2021) divides leadership functions into four categories: guiding, participating, delegating, and controlling. The guiding function is used when the leader needs correction and input from others in making decisions. Transformational leadership has a direct positive impact on team performance motivation. Leaders who are able to inspire and motivate team members with a strong vision, clear values, and high confidence will encourage team members to perform better. Transformational leaders are able to create a positive work atmosphere, where team members feel encouraged and inspired to achieve common goals. Additionally, research indicates that transformational leadership has a positive influence on employee engagement. Employee engagement is defined as the level of team members' attachment, connectedness, and commitment to work and the organization. In a team context, employee engagement is of great importance, as it can influence motivation, cooperation, and the overall quality of team performance. Transformational leaders are able to create a climate that supports employee engagement through open communication, providing support, and facilitating team members' participation in decision-making.

Practical and strategic insights for leading teams in organizations refer to the understanding and approach used by a leader in carrying out their duties to achieve effective team performance. This entails

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comprehending the necessities of the individuals within the team, forging robust connections, managing conflict proficiently, facilitating collaboration and cooperation, providing inspiration and motivation, and overcoming challenges that arise within the team. This approach endeavors to achieve organizational goals by optimizing the performance and potential of team members collectively. Practical and strategic insights for leading teams in organizations comprise a series of steps and approaches aimed at achieving effective team performance.

METHOD

This research employs the methodology of a literature study, or literature review. A literature review is a comprehensive overview of research conducted on a specific topic, with the objective of providing readers with an understanding of what is already known about the topic and what remains to be discovered. It also serves to identify rationales for existing research and to suggest avenues for further inquiry Denney & Tewksbury, (2013).

As outlined by Rosyidhana (2014), literature study is a method of data collection that involves searching and reading existing written sources, such as books or literature, in order to gain insight into the theoretical basis of a given topic. This is analogous to the process of gathering data and information by investigating knowledge or knowledge from sources such as books, papers, and other materials pertinent to the subject of the research Dewi in Rusmawan, (2019).
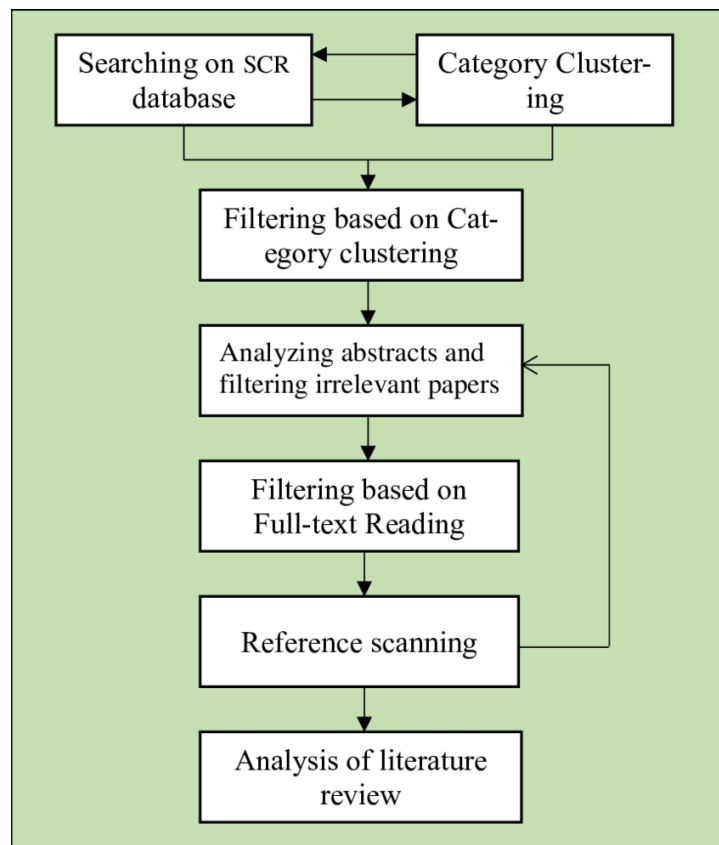

Figure 1. Flowchart Literature Review

RESULT AND DISCUSSION

The study of leadership in organizational work teams is becoming one of the most popular and rapidly growing areas of leadership theory and research. A team is a special type of group whose members are interdependent, have a common goal, and must coordinate their activities to achieve that goal. Northouse, Peter G. (2013: 217).

Leadership in broad terms is defined as influencing in determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve the group and its culture. Leaders and leadership are inextricably linked, akin to a piece of metal that cannot be separated. While they can be studied separately, they must be seen as a unit. As Fahmi (2012) posited, leadership is a science that examines comprehensively how to direct, influence, and supervise others to perform tasks in accordance with planned orders. The science of leadership has evolved alongside the dynamics of human life development.

In his book Leadership in Organizations, Garry Yuki presents a synthesis of the various definitions of leadership proposed by previous researchers. These definitions include the following:

a. Leadership is "the behavior of an individual who leads the activities of a group to a shared goal" (Hemphill & Coons, 1978).
b. Leadership is "interpersonal influence exercised in a given situation and directed through a communication process toward the achievement of one or more specific goals" (Tannenbaum, Weschler, & Massarik, 1961). (Tannenbaum, Weschler, & Massarik, 1961)
c. Leadership is "the initial establishment and maintenance of structure in expectations and interactions." (Stogdill, 1974)
d. Leadership is "the gradual increase of influence over, and above, mechanical compliance with routine organizational directives." (Katz & Khan, 1978)
e. Leadership is defined as "the process of influencing the activities of an organized group toward the achievement of goals." (Rauch & Behling, 1984).
f. Leadership is a process of giving meaning to collective efforts and causing willingness to make the desired effort to achieve goals." (Jacobs & Jacques, 1990:281-295).

In essence, leadership is the process of influencing the achievement of organizational goals, motivating follower behavior, and improving the group and its culture. Leadership is regarded as a tool or means of persuasion, whereby an individual is encouraged to act voluntarily in order to achieve a desired goal. The situational leadership style is a model of leadership that is effective in increasing teacher motivation and innovation in learning. This theory assumes that effective leaders depend on the level of maturity of followers and the ability of leaders to adjust their orientation, both task orientation and task structure relationships. The participative leadership style is a leadership theory that provides a set of rules to determine the variety and amount of participative decision making in different situations. Democratic theory posits that a leader should strive to motivate their subordinates to work productively towards shared objectives. The nature and role of the leader will therefore have a significant impact on the structure and functioning of the organization they lead. The presence of a leader will facilitate the development and growth of the organization, enabling it to become more powerful and effective.

According to Hariri (2022) defines leadership as the capacity of an individual to influence their group in the pursuit of a specific vision or objective. Kasmawati (2021) posits that leadership can also be understood as the ability to influence others to alter their behavior in order to achieve crucial outcomes. Leaders must possess the requisite skills to influence their team members or subordinates in order to achieve the goals or objectives that have been set. Leadership is the capacity to influence the behavior of others under specific circumstances, thereby enabling them to work collectively towards the achievement of pre-defined objectives.

Based on Kasmawati (2022) posits that a leader assumes a number of roles, including that of planner, executor, policy maker, and representative of the group. Additionally, leadership encompasses a regulatory scope, encompassing the formulation of policies. As a senior manager, the leader also plays a role in planning, organizing, placing, directing, commanding, and controlling. Karnan (2021) divides leadership functions into four categories: guiding, participating, delegating, and controlling. The guiding function is used when the leader requires input from others in making decisions. The participatory function allows group members to participate in decision-making and implementation. The delegation function entails the transfer of authority and responsibility to suitable individuals, enabling them to make decisions and take action. The control function is exercised by the leader to direct the implementation of specific actions in order to achieve the desired outcomes.

Instructional leadership plays a pivotal role in influencing and directing school members towards the achievement of organisational goals. Therefore, it is crucial to recognise the importance of leadership in organisations.

In a leadership capacity, an individual should possess the ability to influence and the art of persuading organizational members to work together towards the attainment of shared goals. This entails the facilitation of supportive conditions conducive to the achievement of these objectives. Collaboration can be observed when people work together in an appropriate manner, whether internally or externally with the intention of providing one another with resources that could not be obtained independently (Muslim, 2021). Collaboration necessitates the establishment of shared goals and the fostering of trust, wherein all parties feel informed and adequately reciprocated.

In the context of navigating the intricate challenges confronting educational institutions in the face of the rapidly evolving global landscape, collaboration assumes paramount importance. In this regard, leadership assumes a pivotal role in determining the success or failure of governance. Consequently, leaders must possess the requisite skills to cultivate effective communication across boundaries, create space for others to engage in imaginative collaboration, and facilitate collaboration without boundaries.

In this context, collaborative leadership is defined as the capacity to influence others through collective action, assuming responsibility, demonstrating empathy, navigating ambiguity, communicating effectively, and achieving incremental progress towards a shared vision. The ability of the principal to influence teachers through collaborative leadership entails granting them autonomy to work in collaboration, relying on each other, assuming joint responsibility, and demonstrating empathy, thereby fostering improved performance and solidarity.

In the context of team leadership, the role of the leader is to shape a positive work culture, facilitate effective communication, lead decision-making, resolve conflicts, motivate team members, and ensure optimal team performance. In order for a team to achieve these objectives, it is essential for the leader to be capable of building trusting relationships, facilitating collaboration, and utilising individual expertise to attain common goals. Furthermore, it is important to recognise that in an organisational context, the role of a team leader encompasses an understanding of the importance of cooperation and synergy among team members. A team leader must be capable of identifying each individual's strengths and abilities and utilizing them collectively for enhanced results. Team leadership necessitates the capacity to direct the collective efforts of team members, allocate organizational resources, and coordinate activities to achieve organizational objectives.

Additionally, team leadership encompasses the capability to develop an inspirational vision and clear goals for the team. The ability to effectively communicate the vision to team members is a crucial aspect of effective team leadership. It is essential for the team leader to ensure that all members have a clear understanding of the vision and are motivated to achieve the shared goals. In addition, the team leader should be able to foster a positive and supportive team atmosphere, which can enhance motivation and creativity within the team.

Furthermore, effective leadership requires the ability to adjust to changes and challenges that may arise within the organization, which requires a high level of flexibility and the capacity to respond to unexpected events in a constructive manner. In the context of the modern business world, change is an inherent aspect of organizational life. Therefore, an effective team leader must possess the capacity to respond to such changes in a flexible manner, to navigate uncertainty effectively, and to communicate such changes to team members in a transparent manner.

In essence, the capacity to lead, manage, and direct groups of individuals in order for them to function as a synergistic unit is at the core of team leadership. This entails the development of a set of skills that encompasses communication, coaching, development, decision-making, conflict resolution, motivation, and the ability to create a vision, set goals, and establish a positive work culture. There are numerous advantages associated with effective team leadership. These include enhanced performance, satisfaction among team members, and overall success within the organization. Productivity, quality of work, and innovation are all positively influenced by effective team leadership. Furthermore, a positive work environment is created in which team members feel supported, valued and motivated.

It is important for a leader to understand that each team member possesses different skills, experiences, and perspectives. Consequently, effective team leadership necessitates the capacity to listen empathetically, comprehend individual requirements, and foster the enhancement of team members' capabilities and potential. By furnishing the requisite counsel and assistance, an effective team leader is able to facilitate the growth of individual team members in their personal and professional capacities.

Additionally, effective team leadership necessitates the ability to cultivate and sustain positive inter-team dynamics. A capable team leader must possess the capacity to navigate conflict, facilitate collaboration, and foster a culture of collective endeavor. In the face of dissent and discord, a well-positioned team leader must be able to employ a balanced, transparent, and impartial approach to identify solutions that align the collective interests of the team.

Furthermore, a team leader must also be adept at taking informed and efficacious decisions. This entails the capacity to analyze information, consider disparate viewpoints, and make decisions that align with the organization's objectives and the team's interests. A proficient team leader must also be able to assume responsibility for decisions and involve team members in the decision-making process when necessary.

In team leadership, effective communication is also crucial. A team leader must be able to convey messages clearly and ensure a shared understanding among team members. Furthermore, effective communication necessitates the capacity to listen attentively, provide constructive feedback, and establish open and transparent communication channels between the leader and team members. Additionally, effective team leadership necessitates the capacity to inspire and motivate team members. A leader must be able to create an inspiring and compelling vision and provide encouragement, appreciation, and recognition to team members. A team leader who is able to inspire and motivate team members can foster a passionate and energized workplace environment that positively affects team performance and goal attainment.

Effective communication is a crucial element in attaining superior team performance. Teams that are adept at communicating clearly, openly, and frequently are capable of circumventing misinterpretations, guaranteeing a unified comprehension of objectives and tasks, and fostering productive collaboration.

The involvement and participation of team members in the process of decision-making and task planning plays an instrumental role in the realization of superior team performance. When team members experience a sense of inclusion, value, and accountability for the team's outcome, their motivation and commitment intensify, consequently enhancing the overall performance of the team.

Trust and mutual support between team members represent a fundamental basis for attaining superior team performance. When team members are able to place trust in one another, collaborate with mutual support, and rely on one another, they are able to foster a climate conducive to productive collaboration and teamwork.

The establishment of clear roles and responsibilities within the team is a significant determinant of attaining optimal team performance. Team members must possess a clear understanding of their respective roles, responsibilities, and how collaboration and coordination between roles can facilitate the achievement of shared team goals.

Supportive leadership also plays an important role in the creation of great team performance. Leaders who are capable of providing direction, empowering their team members, overcoming obstacles, and offering the necessary support can enhance the motivation and commitment of their team members, facilitating the achievement of their team's goals. A balanced sharing of resources and skills within the team is a crucial factor for the achievement of great team performance. The assurance that each team member has access to the necessary resources and is proficient in the relevant skills improves the team's efficiency and effectiveness.

Effective teams are characterized by an ongoing process of reflection and learning, which enables them to continuously improve their performance. This involves a systematic evaluation of goal achievement, a meticulous identification of areas for improvement, and the formulation of strategies to address challenges. Teams that are able to leverage their experiences to inform learning, analyze both successes and failures, and consistently enhance their performance can be classified as great teams.

A positive work culture plays an essential role in fostering the performance of great teams. A positive work culture is defined by mutual respect, support, and collaborative relationships among team members. The promotion of values such as honesty, integrity, and a sense of responsibility by a team will result in the creation of a work environment that is motivating and empowering for team members.

Fair recognition and rewards are important factors in motivating great team performance. When team members feel valued for their contributions and there is a fair reward system based on work results, this will result in increased motivation and enthusiasm in achieving team goals. It follows, then, that the team's capacity to address conflict in an efficacious and constructive manner is of significant consequence. A team that possesses the ability to navigate conflict constructively, communicate effectively, and identify solutions collectively will enhance interpersonal relationships within the team and facilitate superior performance.

Theoretical and conceptual frameworks for understanding leadership within teams may include several key elements. One such framework is Transformational and Inspirational Leadership Theory, which emphasises the critical role of leaders in inspiring and motivating team members to achieve better results. This theory focuses on transforming individuals and groups through the following: understanding vision; inspirational influence; skill development and the individual attention provided to each member.

Another framework that may be included is the concept of trust-based leadership, which emphasises the importance of building the team's trust in the leader. Leaders who can build trust will gain higher levels of loyalty, commitment, and cooperation from team members. Factors such as integrity, transparency, and consistency in the leader's actions and communications play a significant role in building trust.

This leadership approach emphasises the importance of collaboration and participation of team members in decision-making processes. Furthermore, it highlights the significance of achieving common goals through collective effort. Team-based leaders empower team members, facilitate effective communication, promote shared responsibility, and create an inclusive and supportive work environment.

This approach to leadership is flexible and adaptive in the face of rapid and complex change; it is therefore well suited to the needs of modern organizations. The ability to adapt to change, facilitate experimentation and innovation and foster a responsive and learning-oriented organizational culture is essential in this context.

In the context of diverse teams, it is also important for leaders to demonstrate a commitment to diversity. They must be able to value and capitalize on diversity within the team, promote inclusion and facilitate productive collaboration.

Further discussion will elucidate the theoretical and conceptual framework's capacity to provide an in-depth understanding of the various aspects of leadership in teams. Transformational and energizing leadership theories underscore the significance of leaders who are able to inspire and motivate team members to achieve higher performance through a robust vision and persuasive influence. Conversely, trust-based leadership emphasizes the importance of fostering robust trust between leaders and team members, thereby fostering close bonds and optimal working relationships.

Furthermore, diversity-based leadership becomes crucial in teams that exhibit diversity in terms of backgrounds, skills, and perspectives. Leaders in this context must be able to value diversity, promote inclusion, and harness the strengths that arise from diversity to achieve superior outcomes. By referencing recent research, the discussion can be reinforced with a more contemporary and contextualized understanding.

The significance of effective organizational team performance has profound implications for the achievement of organizational goals and overall success. The following is a discussion of the importance of team performance in organizations.

Effective organizational team performance can markedly enhance productivity. Through effective collaboration, team members can leverage each other's strengths and expertise to achieve common goals in a more efficient manner. In an effective team, tasks are well-divided, and team members provide support to each other in carrying out their responsibilities. This results in higher output and increased work efficiency.

Furthermore, effective team performance encourages innovation and creativity within the organization. In a supportive team environment, team members feel more comfortable sharing new ideas, asking questions, and proposing innovative solutions. Team discussions and collaboration facilitate broader thinking and diverse viewpoints, which can lead to creative and innovative ideas.

In an effective team, team members can learn from each other. They can share their knowledge, skills, and experiences, thereby enriching the understanding and abilities of individuals in the team. Information exchange and collective learning foster better personal and professional development within the team, which in turn contributes to improved team performance and the organization as a whole. Effective team performance requires good coordination and communication between team members. Teams that are able to communicate effectively can avoid confusion, overlap, or mistakes that may occur due to lack of understanding. Good coordination ensures that tasks and responsibilities are clearly assigned, and each team member has a common understanding of their role and contribution.

Effective team performance also has a positive impact on team member satisfaction and engagement. When team members perceive that they contribute significantly to the achievement of team and organizational goals, they tend to be more satisfied with their work and emotionally engaged with the team and organization.

Effective team performance can increase organizational resilience to changes and challenges faced. In a fast-changing business world, organizations need to have teams that are able to adapt and work together to deal with complex situations. Effective teams are flexible in the face of change and can rapidly adjust their strategies and tactics to remain relevant and achieve success.

The purpose of this study was to investigate the relationship between transformational leadership and employee engagement, and to determine whether transformational leadership has a positive and significant influence on team performance motivation through the mechanism of employee engagement.

The findings of this research suggest that transformational leadership, which involves inspiring, motivating, and providing a compelling vision, encourages higher levels of employee engagement, which in turn affects overall team performance motivation. Transformational leaders who can inspire and motivate team members will establish an environment that encourages engagement and a sense of commitment to achieve superior results.

This investigation provides a comprehensive understanding of the manner in which transformational leadership influences team performance motivation via the mechanism of employee engagement. Consequently, it is crucial for leaders to cultivate effective transformational leadership abilities, including the capacity to articulate an inspiring vision, provide support and recognition to team members, and establish a conducive and motivating workplace environment.

It is also important to note that there are numerous other factors that can influence team performance motivation. These include organizational support, effective communication, and a supportive work environment. Therefore, the results of this study should be considered in the broader context and can be strengthened by other relevant research.

Transformational leadership has a direct positive impact on team performance motivation. Leaders who are able to inspire and motivate team members with a strong vision, clear values, and high beliefs will encourage team members to perform better. Transformational leaders are able to create a positive work atmosphere, where team members feel encouraged and inspired to achieve common goals.

Additionally, research indicates that transformational leadership has a positive influence on employee engagement. Employee engagement is defined as the level of team members' attachment, connectedness, and commitment to work and the organization. In a team context, employee engagement is of significant importance because it can affect motivation, cooperation, and the overall quality of team performance. Transformational leaders are able to create a climate that supports employee engagement through open communication, the provision of support, and the facilitation of team members' participation in decision-making.

Additionally, some studies have identified transactional leadership as a key factor influencing team performance motivation. Transactional leadership entails leveraging incentives and rewards to motivate team members to achieve goals. Stoner and Dahiya's (2021) findings suggest that transactional leadership exerts a positive impact on team performance motivation. By offering appropriate rewards, recognition and other forms of motivation, transactional leaders can enhance the intrinsic and extrinsic motivation of their team members, thereby improving overall team performance.

In an evermore intricate and dynamic organizational context, it is vital for those in leadership positions to cultivate the capacity to combine transformational and transactional leadership approaches. Effective leadership within teams necessitates the capacity to inspire, motivate, and reward team members in a manner that is appropriate to the circumstances, while also facilitating their participation in decision-making processes. Leaders who can effectively combine these two leadership styles can create an environment where organizational and individual needs are balanced and where team members are able to contribute to the fulfillment of organizational objectives.

The practical and strategic insights for leading teams in organizations pertain to the comprehension and methodology employed by a leader in fulfilling his or her responsibilities to attain optimal team performance. This entails recognizing the necessities of individuals within the team, forging robust interpersonal relationships, managing conflict constructively, facilitating collaboration and cooperation, providing inspiration and motivation, and surmounting challenges that arise within the team. This approach strives to attain organizational objectives by optimizing the performance and potential of team members collectively. A

series of steps and approaches aimed at achieving effective team performance constitute the practical and strategic insights for leading teams in organizations.

The ability of an effective leader to foster positive relationships with team members is contingent upon the maintenance of regular communication. This entails the active engagement in listening and constructive dialogue, as well as the establishment and maintenance of open channels for communication. Such communication facilitates collaboration and problem-solving.

Moreover, an effective leader must possess the capacity to comprehend the unique needs, interests and potential of each team member. This understanding of individual uniqueness enables the leader to provide the appropriate support, to allocate tasks effectively and to facilitate the development of each team member's skills. They cultivate a collaborative environment where ideas are encouraged, knowledge and resources are shared, and solutions are discovered through collective effort. Leaders can also organize effective team meetings and facilitate brainstorming sessions or group discussions, thereby encouraging collaboration.

Furthermore, effective leaders inspire and motivate team members to achieve high performance. They establish a compelling vision, provide clear goals, and set a good example, both by their actions and their behavior. Additionally, leaders recognize and acknowledge team members' contributions. They provide appropriate recognition, which can serve to enhance motivation, and they facilitate development opportunities.

Effective leaders possess competencies related to conflict management and the capacity to surmount challenges. They foster an atmosphere of openness, encouraging resolution of conflicts in a manner that is constructive, inclusive, and just. They engage with all stakeholders, seek fair resolutions, and prioritize communication and mutual understanding.

CONCLUSION

Team leadership in organizations assumes a crucial position in attaining efficacious team performance. By offering practical and strategic insights, a leader can facilitate collaboration, facilitate achievement of shared objectives, and encourage team members in the face of challenges with confidence. Some of the key elements of effective team leadership include fostering robust interpersonal relationships, constructive conflict resolution, effective delegation, an understanding of the individual needs of team members, and the provision of inspiration and motivation. The significance of effective team performance has been corroborated by empirical studies. The impact of good leadership on team performance motivation cannot be overestimated. As a leader, it falls upon one to comprehend and implement the key factors that influence the performance of high-functioning teams. These factors include effective communication, individual skill advancement, collaboration and cooperation, and constructive conflict resolution. In the pursuit of organizational goals, leaders must recognize the value of effective team performance and adopt appropriate methodologies for managing teams effectively. Team leadership within an organizational structure plays a crucial role in the achievement of effective team performance. A leader's ability to provide practical and strategic insights can influence team performance motivation, foster strong relationships, facilitate collaboration, and manage conflict effectively. It is crucial for leaders to continuously develop their skills and understand the factors that influence great team performance. By doing so, organizations can achieve better results, increase productivity, and build a positive and competitive work environment.

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