

LEADERSHIP SKILLS AND MANAGERIAL COMPETENCE IN IMPROVING ORGANIZATIONAL PERFORMANCE: THE ROLE OF COMMUNICATION, COLLABORATION, AND EFFECTIVE DECISION-MAKING IN BUSINESS STRATEGY

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Abstract

This study aims to analyze, interpret, and develop a strategic model of leadership capabilities and managerial competencies demonstrated through effective communication, collaboration, and decision-making practices within the context of business strategy. The research background stems from the phenomenon that the successful implementation of business strategy is not solely determined by the quality of planning documents, but also depends heavily on the capacity of leaders and managers to mobilize human resources through persuasive communication, cross-unit collaboration, and timely, evidence-based decision-making. Many organizations possess conceptually superior business strategies, yet fail in implementation due to weaknesses in these three competencies. This study employed a mixed-methods approach with a sequential explanatory design. Data were collected through surveys of managers and organizational leaders, in-depth interviews, and analysis of business strategy documents. Analysis of the findings was conducted using scientific critical reasoning to examine relationships between variables, distinguish correlation and causality, and explore anomalies that arise in the field. The results show that effective communication capabilities serve as a foundation for building organizational trust; cross-functional collaboration enhances the quality of synergy and innovation; while data-driven and participatory decision-making determines the appropriate direction of business strategy. These three elements complement each other and form a unified leadership-managerial competency that significantly impacts the achievement of strategic objectives. Based on these findings, a Strategic Framework Model for Strengthening Leadership-Managerial Competencies was developed, along with implementation stages and obstacle mitigation.

Keywords: *Leadership; managerial competence; organizational communication; collaboration; decision making; business strategy*

INTRODUCTION

Business strategy is a directional framework that determines competitive advantage and long-term organizational sustainability. However, the quality of strategic planning does not guarantee success if it is not supported by adequate implementation capabilities. ¹One of the determining factors for successful strategy implementation is the quality of leadership and managerial competence exercised by those in managerial positions. These capabilities are crucial because leaders and managers are responsible not only for developing plans but also for ensuring that strategies are understood, accepted, and implemented by all members of the organization. ²Thus, the success of a strategy is determined not only by the accuracy of the objectives set, but also by the organization's ability to mobilize resources to achieve those objectives. ³ Leadership and management are inseparable from three core functions: communication, collaboration, and decision-making. Communication serves to convey vision, align perceptions, and build trust. Communication serves to convey vision, align perceptions, and build trust. Good

¹ Gistituati, Nurhizrah. (2021). Management and Leadership Psychology: Improving Organizational Effectiveness. Depok: Rajawali Pers.

² Sari, DP, and Prasetyo, A. (2020). The influence of strategic leadership and managerial competence on organizational performance. Journal of Management and Organization, 11(2), 85–96.

³ Setiawan, R., and Lestari, D. (2021). Strategy implementation and the role of leadership in improving organizational performance. Journal of Management, 25(3), 421–435.

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communication enables every member of the organization to understand the direction and goals to be achieved, including understanding their respective roles and responsibilities.⁴ Collaboration enables synergy across work units, so that resources can be optimally utilized. Through collaboration, every part of the organization can support each other and reduce sectoral interests that can hinder the achievement of shared goals. Effective decision-making ensures that every strategic step is taken based on careful consideration, is timely, and is accountable.⁵

However, in current organizational practices, several problems persist: a one-way and less participatory communication style, a siloed work culture that hinders collaboration, and reactive and less data-driven decision-making.⁶ These conditions can create a gap between formulated strategies and their implementation. When communication is poor, organizational members can have differing understandings of strategic objectives. Meanwhile, weak collaboration can lead to inadequate integration of resources and information. Non-data-driven decision-making can also increase the risk of errors in organizational decision-making. This often leads to business strategies stalling at the planning stage or failing to achieve established goals.⁷

Based on this phenomenon, this research was developed to examine how leadership and managerial capabilities can be demonstrated through effective communication, collaboration, and decision-making practices, and how these three dimensions contribute to the successful implementation of an organization's business strategy. These three dimensions are seen as interrelated and cannot stand alone in supporting the achievement of organizational goals. With effective communication, strong collaboration, and appropriate decision-making, organizations are expected to be able to improve their strategy implementation capabilities while facing changes and challenges that arise in the business environment.

LITERATURE REVIEW

Leadership Concept and Managerial Competence

Leadership is the ability to influence others to work toward a common goal, while management is concerned with the ability to plan, organize, direct, and control resources. In the context of business strategy, leaders and managers are required to possess dual competencies: leading change and managing operations sustainably. These competencies are not abstract but are manifested in concrete behaviors, particularly in communication, collaboration, and decision-making.⁸

Effective Communication as the Foundation of Leadership

Effective organizational communication includes the ability to convey messages clearly, actively listen, and foster two-way dialogue. In business strategy, communication serves to promote the vision and mission, align goals across organizational levels, and reduce resistance to change. Poor communication is a major cause of strategy implementation failure.⁹

Collaboration as a Pillar of Strategic Synergy

Collaboration is the collaboration of individuals, teams, or work units to achieve common goals that cannot be achieved separately. Leaders who cultivate a culture of collaboration can eliminate silos, enhance the exchange of ideas, and generate innovation that supports competitive advantage. Collaboration doesn't happen automatically; it must be driven by an inclusive leadership style and a work system that supports participation.¹⁰

Effective Decision Making in Business Strategy

Strategic decision-making is the process of selecting alternative courses of action that have a long-term impact on the direction of an organization. Effective decisions combine data analysis, consideration of organizational

⁴ Telaumbanua, E. (2025). Managerial Leadership and Work Accountability: A Literature Review of the Influence of Leaders on Organizational Effectiveness. *Bourgeois: Journal of Economy*, 2(4), 284-295.

⁵ Eko Widodo. (2020). *Human Resource Development Management*. Yogyakarta: Pustaka Pelajar.

⁶ Rahman, MA, & Prasetya, A. (2018). The influence of leadership and organizational communication on employee performance. *Journal of Business Administration (JAB)*, 63(1), 82-89.

⁷ Fatmawati, I. (2022). Organizational Communication in Relation to Leadership and Organizational Work Behavior. *Revorma: Journal of Education and Thought*, 2(1), 39-55.

⁸ Edy Sutrisno. (2019). *Human Resource Management*. Jakarta: Kencana.

⁹ Prayogo Kusumaryoko. (2022). *Current Discourse on Strategic Human Resource Management*. Yogyakarta: Deepublish.

¹⁰ Oloan, D. (2021). The relationship between transformational leadership, training, and employee engagement as intervening variables on employee performance. *Journal of Management Science*, 18(2), 108-116.

values, and stakeholder participation. Leaders who rely solely on intuition without empirical evidence risk making biased decisions that are detrimental to the organization's strategic position.¹¹

Framework of thinking

The research process follows the following steps: data processing → consistency verification → analysis of relationships between variables → anomaly exploration → assessment of the strength of evidence → synthesis of interpretation → development of the Strategic Framework Model for Strengthening Leadership-Managerial Competence. Each stage is guided by the principle of critical reasoning to maintain the objectivity and validity of the conclusions.

METHOD

This study employed a mixed-methods approach with a sequential explanatory design.¹² The first stage involved quantitative data collection and analysis to measure the relationships between variables.¹³ The second stage involved qualitative in-depth research through interviews and document studies to interpret the meaning of these relationships and develop a strategic framework model.¹⁴ The analysis of the findings was based on a scientific critical reasoning framework to maintain the validity and objectivity of the interpretation. The study population included leaders and middle-level managers in both business and service sector organizations.¹⁵ The sample was selected using a purposive sampling technique, involving respondents directly responsible for the development and implementation of business strategies. The analysis process involved verifying the consistency of the findings by aligning surveys, interviews, and documents; analyzing the relationships between variables; exploring anomalies when indicators are positive but strategy outcomes are suboptimal; and assessing the strength of the evidence by grouping findings based on the level of data support. The interpretation of the findings met the following criteria: based on adequate evidence, logical and consistent with theory, considering alternative explanations, and stating the limits of the scope of generalization of the research results.

RESULTS AND DISCUSSION

ANALYSIS OF FINDINGS AND INTERPRETATION OF RESULTS

1. Descriptive Analysis

In general, the data shows variations in communication, collaboration, and decision-making skills among leaders and managers in carrying out leadership and managerial functions.¹⁶ This variation is evident in how leaders convey information, build working relationships, involve organizational members, and make decisions related to the implementation of business strategies. Organizations that implement two-way communication tend to have more open working relationships because subordinates not only receive instructions but also have the opportunity to express opinions, provide input, and address problems encountered in carrying out their work.

In addition to communication, a collaborative culture is also crucial for supporting the success of a business strategy. Collaboration allows various parts of an organization to pool their skills, experience, and information.¹⁷ In this environment, problem-solving does not rely solely on one person or one department, but rather through collaboration between individuals and across functions. Meanwhile, data-driven decision-making provides a more objective basis for leaders in determining the direction of organizational action. Decisions are not based solely on intuition or personal experience, but take into account information, the business

¹¹ Mulyana, A., Hamid, F., Mansur, S., & Susilawati. (2019). Effective leadership through communication competency at Media Nusantara Citra Group. *Journal of Communication Studies*, 7(2), 184–197.

¹² Venkatesh, V., Rathi, S., & Rathi, S. (2018). The role of mixed methods research in information systems research. *MIS Quarterly*, 42(1), 1–18.

¹³ John W. Creswell and J. David Creswell. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). Thousand Oaks: SAGE Publications.

¹⁴ Sugiyono. (2019). *Quantitative, Qualitative, and R&D Research Methods*. Bandung: Alfabeta.

¹⁵ Lexy J. Moleong. (2021). *Qualitative Research Methodology*. Bandung: Remaja Rosdakarya.

¹⁶ Rozi, Ahmad Fathur, Rifky Ardhana Kisno Saputra, and Estri Purwani Rahayu. "Analysis of the Influence of Participative Leadership Style and Work Environment on the Effectiveness of Managerial Decision Making: A Study of Manufacturing Companies in Lamongan Regency." *J-Macc: Journal of Management and Accounting* 8.2 (2025): 315-325.

¹⁷ Dacholfany, MI, Sumarno, ST, Sya'rani, R., Sulmiah, SP, Zahrudin, A., Marulitua, DM, ... & ST, M. (2025). *Effective Collaboration: The Key to Leadership in Successful Team Management*. Jambi: Nawala Gama Education.

environment, and evaluations of previous activities.¹⁸ However, there are also cases where managers possess strong technical skills but remain weak in persuasive communication and collaboration. This situation can cause even well-designed business strategies to encounter obstacles during the implementation stage. A manager's technical skills do not automatically guarantee that organizational members will understand, accept, and implement the established strategy. Therefore, strategic success requires a balance between technical skills and interpersonal and managerial skills.

2. Interpretation of Relationships Between Variables

The analysis shows a positive and significant relationship between the three behavioral dimensions and leadership-managerial competencies and business strategy performance. Through critical reasoning, these three elements cannot be viewed as standalone capabilities. Communication creates space for collaboration because open communication allows each member to understand their goals, roles, and responsibilities.¹⁹ Furthermore, collaboration enriches the decision-making process because leaders receive input from various parties with varying experiences and knowledge. Decisions resulting from this process can ultimately be based on broader considerations. Conversely, if one dimension is weak, the effectiveness of the other two dimensions can also decrease. Good communication, for example, will yield less results if it is not accompanied by a willingness to cooperate. Similarly, strong collaboration can lose direction if the leader is unable to make appropriate decisions. Therefore, these three competencies form a mutually influential chain in supporting the implementation of business strategy.

The findings also indicate a reciprocal relationship between these three competencies. Leaders who are able to make decisions in a participatory manner will find it easier to build collaboration because organizational members feel involved in a process related to shared interests.²⁰ Successful collaboration can then increase organizational members' trust in the communication delivered by the leader. This trust, in turn, strengthens acceptance of strategic decisions and policies. This situation suggests that the development of leadership and managerial competencies should be carried out in an integrated manner and not separated into stand-alone capabilities.²¹

3. Anomalies and Alternative Explanations

Although a positive relationship between variables is generally found, some situations show a different pattern. One example is when a manager has good communication skills but lacks the ability to build collaboration. This situation can arise from a leadership style that tends toward authoritarianism. A leader can convey information clearly and has good speaking skills, but if the communication is only one-way and lacks a willingness to accept the opinions of others, it will not be able to produce effective collaboration.²²

This anomaly indicates that technical communication skills alone are insufficient to guarantee leadership success. Communication must be accompanied by an open attitude, a willingness to listen, and a willingness to involve others. In this context, leadership competency relates not only to skills but also to core values such as respect, trust, responsibility, and fairness. Leaders who can combine these skills with these values will more easily build healthy working relationships and create an environment conducive to achieving organizational strategy.

4. Theoretical Implications

The findings of this study reinforce the view that leadership and managerial competencies in the context of business strategy constitute an integrated behavioral unit. Communication, collaboration, and decision-making should not be understood as separate competencies, as each is interconnected in shaping leadership effectiveness. Communication is the basis for conveying strategic direction, collaboration is a means of mobilizing organizational resources and capabilities, and decision-making determines the course of action. Therefore, a strategic leadership model that focuses solely on one aspect risks yielding a partial understanding

¹⁸ Lisbet, ZT, Judijanto, L., Ginanjar, R., Adnanti, WA, Butarbutar, M., & Harto, B. (2024). Friendly leadership: Building connections and collaboration in the workplace. Jambi: Sonpedia Publishing Indonesia.

¹⁹ Wibowo, AE, Cahayani, K., Silitonga, F., Supratman, S., & Tobing, VCL (2025). Accounting knowledge and leadership character on managerial performance. *Barelang Accounting Journal*, 9(2), 203-213.

²⁰ Adila, FD, Sukarman, S., Fakhrina, AI, Khabib, Z., Farida, ES, & Haqim, ML (2026). Building effective collaboration: The role of leadership style in transforming individuals into high-performance teams. *Pendas: Scientific Journal of Elementary Education*, 11(1), 297-318.

²¹ Putrianti, FG, Ishak, RP, Hadiyat, Y., Judijanto, L., Azzahra, FK, Wardhani, NK, ... & Hadiningsih, S. (2026). Leadership in Management. Jambi: Sonpedia Publishing Indonesia.

²² Muspawi, M., Vilanti, FA, & Ekayani, P. (2024). Communication and Leadership Style. *Scientific Journal of Batanghari University, Jambi*, 24(1), 395-401.

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of the success of a business strategy. ²³Leaders who are strong in decision-making but unable to communicate decisions and build collaboration will face difficulties in gaining organizational support. Conversely, leaders who are communicative but unable to make accurate decisions can also cause an organization to lose its direction.

Therefore, developing a strategic leadership theory requires considering these three behavioral dimensions as an interrelated system. This perspective provides an understanding that the success of a business strategy is determined not only by the quality of the formulated strategy, but also by the ability of leaders and managers to communicate, coordinate, and translate that strategy into concrete actions. ²⁴This finding also demonstrates the importance of a leadership approach that is not only results-oriented but also considers the interpersonal processes that underlie strategy implementation within an organization.

STRATEGIC FRAMEWORK MODEL DEVELOPMENT AND RECOMMENDATIONS

1. Strategic Framework Model for Strengthening Leadership-Managerial Competencies

Based on the synthesis of empirical findings and theoretical studies, this research produces a Strategic Framework Model for Strengthening Leadership-Managerial Competencies which is structured hierarchically and interconnected as follows:

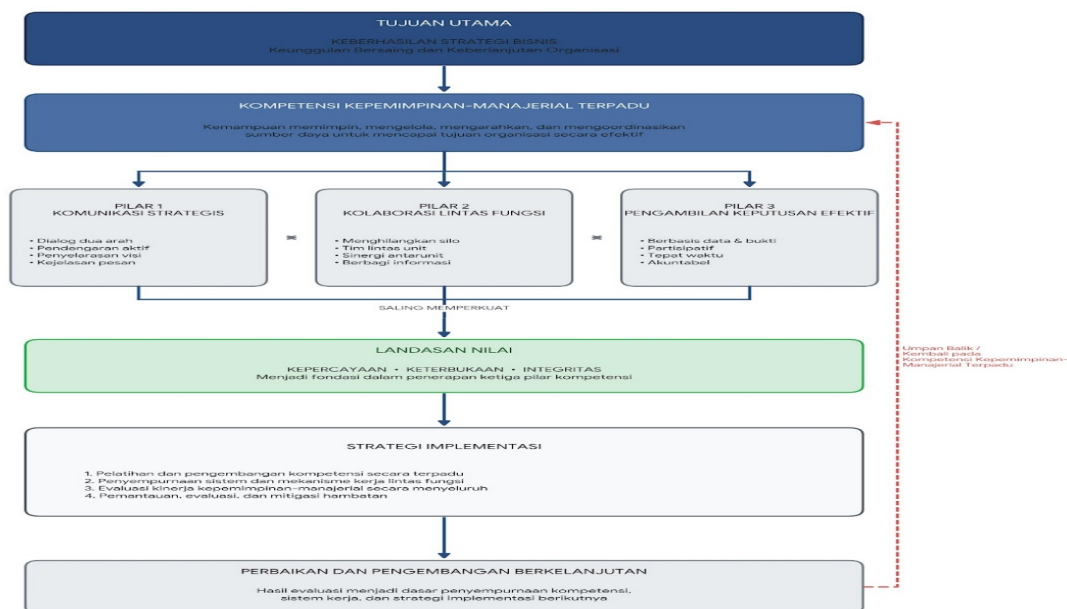


Figure 5.1 Strategic Framework Model Chart for Strengthening Leadership-Managerial Competencies

a. Model Chart Description:

Main Objective: The entire series of efforts are directed towards achieving successful implementation of business strategies, which is reflected in competitive advantage and organizational sustainability.

- b. Integrated Leadership-Managerial Competence is the result of the synergy of three main pillars: strategic communication, cross-functional collaboration, and effective decision-making, not simply the sum of their individual elements. These three pillars have a mutually reinforcing relationship in supporting the implementation of organizational strategy. Good strategic communication can build understanding and trust, enabling more effective collaboration. Strong collaboration then generates a variety of information and input that can enrich the decision-making process. Furthermore, effective decisions need to be communicated and implemented through collaboration. ²⁵Thus, the strength of one pillar will continuously strengthen the other two.

²³ Sitorus, RMT (2020). The influence of interpersonal communication between leaders on work motivation. Jakarta: Scopindo Media Pustaka.

²⁴ Riswanto, A., Jumiono, A., Zafar, TS, Judijanto, L., Apriyanto, A., Kusmayadi, Y., & Paringsih, P. (2024). Management strategy: Concept, theory, and implementation. Jambi: Sonpedia Publishing Indonesia.

²⁵ Husaini, MN, & Syaifuddin, M. (2026). Stakeholder Management Strategies in Enhancing the Effectiveness of Strategic Management in Schools. Journal of Practice Learning and Educational Development, 6(1), 917-923.

- c. Three Main Pillars:
 - Strategic communication plays a role in building shared understanding and trust, which are essential for successful collaboration within an organization. Open and clear communication enables each member to understand the goals, direction, and role of each in implementing the strategy. Through effective communication, differences in perception can be reduced and working relationships between members of the organization can be strengthened. The trust thus established then becomes the foundation for more effective collaboration.²⁶
 - Cross-functional collaboration plays a role in generating synergy and diverse input that enriches the decision-making process. The involvement of various work units allows organizations to leverage diverse knowledge, experience, and resources to solve problems more comprehensively. Collaboration can also reduce siloed work patterns, allowing each unit to focus not only on its own interests but also on the interests of the organization as a whole.²⁷
 - Effective Decision-Making plays a role in establishing the right strategic direction based on available information, considerations, and input. Decisions made then need to be clearly communicated so they can be understood by all parties involved and implemented collaboratively. Thus, these three pillars have a complementary relationship, supporting the successful implementation of an organization's business strategy.
 - d. Foundational Values: Trust, openness, and integrity are the foundation for the three pillars to function optimally. Without these values, skills development programs will not be sustainable.
 - e. Implementation Strategy: Operational steps to instill and strengthen the three pillars and value foundations in the organizational environment.
2. Strategic Recommendations
 - a. Developing an integrated training program is a crucial step in strengthening leadership and managerial capabilities within an organization. The training program is not simply provided separately based on each competency, but rather integrates communication, collaboration, and decision-making materials into a single leadership development curriculum. This integration is necessary because these three skills are interconnected in implementing organizational strategy. Through integrated training, leaders and managers can understand that good communication skills will support collaboration, while effective collaboration will provide the information and input needed for the decision-making process. This aligns with the framework model, which emphasizes the interconnected nature of the pillars.
 - b. Improvements to work systems are also necessary to create a supportive environment for model implementation. Organizations need to establish cross-unit working mechanisms that enable information exchange, coordination, and collaborative problem-solving. Furthermore, decision-making procedures need to be transparent and participatory, allowing all stakeholders to provide input. With a supportive work system, communication, collaboration, and decision-making can become part of daily organizational activities.
 - c. A comprehensive managerial performance assessment is necessary, incorporating indicators of communication quality, collaboration, and decision-making into the performance evaluation system for leaders and managers. The assessment should not only focus on final results but also consider how those results were achieved. This approach can provide a more comprehensive picture of managerial capabilities and serve as a basis for determining competency development needs.
 - d. Further research is recommended to test this framework model in more diverse organizational sectors and scales. This testing is necessary to determine the model's suitability and effectiveness across different organizational characteristics. Future research could also examine the influence of organizational culture as a moderating factor, thus determining the extent to which organizational culture strengthens or weakens the relationship between leadership-managerial competencies and successful business strategy implementation.
 3. Implementation Strategy and Barrier Mitigation

²⁶ Rohillah, I., & Sulistiana, IS (2025). Group and organizational communication. *Journal of Multidisciplinary Educational Research*, 2(6), 193-204.

²⁷ Jacky Chin, ST, Mokhamad Nurhadi, SK, Wulan Purnama Sari, SE, Abdullah Haidar, SE, Ruski, MP, Yeni, SEMM, ... & Romi Ferdian, SE (2025). *Modern Management: An Integrated Approach to Organizations*. Jambi: Nawala Gama Education.

The implementation of the framework model is carried out through several stages, arranged in a step-by-step manner to ensure its effective implementation and alignment with organizational conditions. The first stage is a pilot phase, which involves applying the framework model to one division before rolling it out comprehensively. This stage aims to measure the model's effectiveness in real-world conditions, assess the response of organizational members, identify deficiencies, and make adjustments before the model is implemented across the organization.²⁸

The next stage is socialization and engagement, involving top leadership from the beginning of the implementation process. Leadership involvement is necessary to provide support for change, reduce resistance to change, and instill the values that underpin the model's implementation. Leaders also have a role in setting examples of effective communication, collaboration, and decision-making within the organization.²⁹

Furthermore, periodic monitoring and evaluation are conducted to continuously measure the development of the capabilities of the three pillars. Monitoring is conducted by assessing changes in communication practices, levels of cross-functional collaboration, and the quality of decision-making. Evaluation results serve as the basis for identifying emerging obstacles and adapting strategies to ensure continuous improvement of the model's implementation and optimally supporting the achievement of organizational goals.

CONCLUSION

Effective communication skills serve as a foundation for building organizational trust. Open, clear, and two-way communication can create a shared understanding of the goals and strategic direction to be achieved. Furthermore, cross-functional collaboration improves the quality of synergy and innovation through the exchange of information, experiences, and ideas from various work units. Good collaboration enables organizations to utilize resources more optimally and generate more diverse problem-solving. Meanwhile, data-driven and participatory decision-making determines the appropriate direction of business strategy because decisions are based on relevant information and consider input from stakeholders. These three elements complement each other and form a unified leadership-managerial competency that has a significant impact on achieving strategic goals. Based on these findings, a Strategic Framework Model for Strengthening Leadership-Managerial Competencies was developed, along with implementation stages and obstacle mitigation measures to strengthen the effectiveness of the organization's business strategy implementation.

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²⁸ Maddinsyah, A., Hidayat, D., Juhaeri, J., Susanto, D., & Sunarsi, D. (2020). Design of Strategic Business Formulation and Implementation with an Integrated Business Model Canvas (BMC) Approach within the Integrated Performance Management System (IPMS) Framework at the Asperindo Cooperative. *Innovation*, 7 (2). Scientific Journal of Management Science E-ISSN, 2598, 4950.

²⁹ Rifdan, R., Haerul, H., & Zainal, H. (2024). *Leadership of public organizations*. Jambi: Sonpedia Publishing Indonesia.

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