

Synergy of Competence and Leadership in Improving Employee Commitment, Motivation, and Performance for Organizational Development: Systematic Literature Review

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KEYWORDS

competence; leadership;
commitment; motivation;
employee performance;
meta analysis

ABSTRACT

This study aims to identify the synergy between competence and leadership in improving employee commitment, motivation, and performance for organizational development. The methodology used in this study is meta-analysis with a focus on quality data from international journals indexed by Scopus. The tools used include VOSviewer software for article review and WordStat for descriptive statistical analysis. The results of the study show that competence and leadership have an important role in improving employee commitment, motivation, and performance. This study reveals that improvements in both variables can overcome various obstacles in organizational development. Effective leadership and strong competencies are able to increase employee commitment, develop creative abilities, provide leadership training, and motivate employees through the right organizational strategy. This research has several important implications. First, organizations that want to improve employee performance must focus on strengthening leadership and developing competencies. Good management of intervening variables will help in designing more effective strategies, which in turn will improve the overall performance of the organization. Second, the results of the study show that organizations not only need to rely on leadership and competence alone, but also must consider the context and conditions of other variables that can affect the final result. A more comprehensive and holistic approach is needed to face the challenges and dynamic changes in organizational development. Based on the findings of this study, it is recommended that organizations implement training and development programs that focus on improving competence and leadership.

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Introduction

Organizational development is a dynamic process that aims to increase operational effectiveness and efficiency through planned changes in various aspects of the organization. Two important elements that are often the main focus in organizational development are employee competence and leadership. Competence refers to the combination of knowledge, skills, and abilities possessed by individuals to carry out the tasks required by the organization effectively. Meanwhile, leadership refers to an individual's ability to influence, direct, and motivate team members or organizations to achieve predetermined goals.

In the element of Competence, (Boyatzis, 2008) in his book "Competencies in 21st Century" defines competence as the main foundation of individual performance in organizations. High competence allows employees to carry out their duties efficiently and effectively, overcome challenges better, and adapt to changes in the work environment. In his research, Boyatzis showed that emotional and social competence is an important predictor of effective work performance. Such competencies include the ability to recognize and manage the emotions of oneself and others, which is a critical aspect of working together and communicating in a team. Competence is not only important in ensuring that employees are able to carry out their duties well, but also in building confidence and motivation. Employees who have adequate competence will feel more confident in facing challenges and more motivated to achieve better results, which has an impact on increasing employee commitment to the organization and helping in achieving the organization's long-term goals. The (McClelland, 1973) underlined the importance of competence in organizational performance. McClelland further stated that competence is a better predictor of job success compared to traditional factors such as IQ. Competencies that include technical, interpersonal, and conceptual skills are essential for work effectiveness in a variety of contexts.

Meanwhile, the element of leadership by (Eisenbeiss et al., 2008) states that effective leadership is the key to creating a positive and productive work environment. Transformational leadership, for example, has been shown to improve employee intrinsic motivation and team performance. Furthermore, Eisenbeiss et al, showed that leaders who are able to inspire and motivate their subordinates can create a work climate that is conducive to innovation and high performance. Transformational leaders focus not only on achieving short-term goals, but also on developing individuals and teams in the long term. Effective leadership also plays an important role in building a strong organizational culture. Good leaders are able to instill the organization's core values into every aspect of operations, which in turn can increase employee commitment and motivation. They can also build good relationships with employees, which is essential for creating a harmonious and productive work environment.

Furthermore, (Goleman, 2017) in his article "Leadership That Gets Results" emphasizes that different leadership styles can produce different impacts on organizational performance. For example, a leadership style that supports and encourages individual development tends to result in increased employee competence and performance. Conversely, a more authoritarian leadership style may be effective in crisis situations, but it is not always suitable for long-term development.

Although the importance of competence and leadership has been widely discussed in the literature, research examining the interaction between these two elements is still limited. The synergy between competence and leadership is an area that has been underexplored, but a deep understanding of these interactions can provide valuable insights for the development of more holistic and effective management strategies. In this context, competence can support effective leadership, and conversely, good leadership can encourage the development of employee competencies. For example, leaders who have good interpersonal competence will be better able to build strong relationships with their teams, which can improve their motivation and performance. In contrast, leaders who support employee competency development through training and education will see improvements in their team's performance.

(Mumford et al., 2000) in their study emphasized that effective leadership depends not only on the ability to direct and inspire, but also on the ability to develop employee competencies. Good leaders are able to recognize the potential and limitations of their employees and provide the necessary resources and support for employee and organizational development.

Based on the opinions of these experts, systematic literature review is a very important tool in academic research and management practice because it provides a comprehensive overview of the topic being researched. In the context of competency and leadership synergy, this literature review is important for several reasons: (1) Identifying Research Gaps: By reviewing various studies that have been conducted, literature reviews can identify gaps in the existing literature. This is important to determine the direction of future research and to understand aspects that have not been widely discussed or still need further research. For example, although there are many studies that address leadership or competence separately, studies that integrate these two aspects are still limited, (2) Knowledge Integration: This study allows the integration of findings from various studies that may have different focuses. By combining the results of various studies, we can gain a more comprehensive and in-depth understanding of how competence and leadership interact and influence each other. The integration of this knowledge is essential for developing more holistic theories and more effective practical applications, (3) Practical Guides: The results of literature reviews can provide practical guidance for managers and leaders of organizations. By understanding how the synergy between competence and leadership can improve employee commitment, motivation, and performance, practitioners can develop more effective strategies for managing human resources. For example, by identifying key competencies that support a particular leadership style, organizations can design more targeted training and development programs, and (4) Basis for Policy: A Systematic Literature Review can also be the basis for the development of better organizational policies. By being based on strong empirical evidence, the policies developed will be more effective in achieving organizational goals. For example, policies that encourage competency development and leadership at the same time can help create a more adaptive and innovative organizational culture.

On this basis, the purpose of this Systematic Literature Review research in general is to investigate the synergistic role between competence and leadership in improving employee commitment, motivation, and performance for organizational development. Furthermore, the specific objectives are: (1) Analyzing the relationship between competence, leadership, commitment, motivation, and employee performance based on empirical studies that have been published in Scopus indexed journals, (2) Exploring the synergy between competence and leadership in improving employee commitment,

motivation, and performance, and (3) Analyzing factors that can mediate or moderate the relationship between competency, leadership, and employee performance.

Research Methods

The Systematic Literature Review research method is carried out in several stages developed by (Zupic & Čater, 2015) to conduct bibliometric analysis. The use of bibliometrics with statistical methods to analyze publications and their impact has a deep history as a process used to study research outputs quantitatively (Pritchard, 1969). Advances in computing capabilities and software development, have facilitated faster, more robust, and comprehensive analysis using increasingly large data sets (Aria & Cuccurullo, 2017) (McLevey & McIlroy-Young, 2017) (Waltman et al., 2010). In this study, for example, the analysis was carried out using the bibliometric software VOSviewer (Aria & Cuccurullo, 2017), Wordstat (Garad et al., 2021), and SciSpace (<https://scispace.com/>). In order to facilitate the steps in the analysis in answering the research objectives as described in the introduction, the Systematic Literature Review research begins by building a research framework as presented in Figure 1, and the formulation of the research questions is as follows: (1) How can competence and leadership individually affect employee commitment, motivation, and performance?, (2) How is the synergy between competence and Can leadership improve employee commitment, motivation, and performance?, and (3) What is the direction of the relationship between the independent variables of leadership and competence through the intervening variables in influencing employee performance for organizational development?

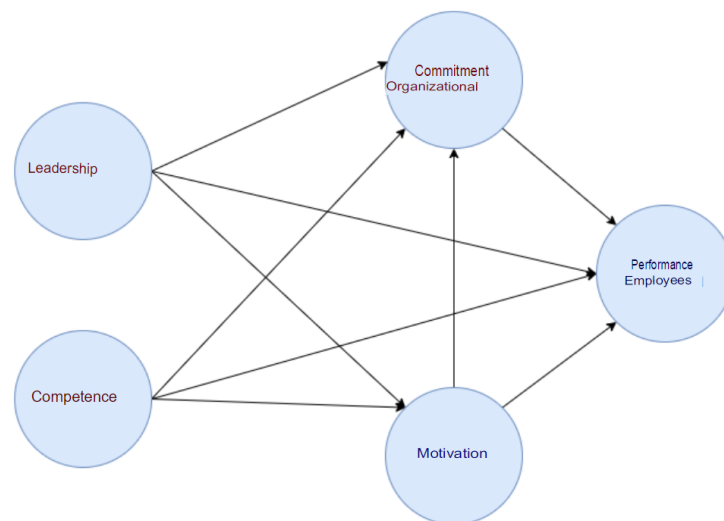


Figure 1. Research framework

A bibliometric literature review entails excavating and analyzing findings from the selected literature. According to (Polit & Beck, 2006), the meta-analysis method helps in drawing conclusions and finding aspects and relationships between findings. It is a non-statistical procedure that evaluates and analyzes the results of a study with the aim of expanding on previous concepts and interpretations. The keywords listed in Figure 1 are used to search for relevant research by searching for them in the title or abstract of a journal article specializing in the field of literature review in <https://www.scimagojr.com/>. The study is based on articles published in high-quality scientific journals indexed by

<https://www.scopus.com/> as presented in Figure 2. Between 2014 and 2024, scientific journals were selected to find several novelties in the results of research on the synergy of competence and leadership in improving employee commitment, motivation, and performance for organizational development. (Parahoo, 2014), (Ahn & Kang, 2018) and (Higgins et al., 2022) suggests that a systematic review should detail the time frame for literature selection, as well as the methods used to evaluate and synthesize the findings of the research in question.

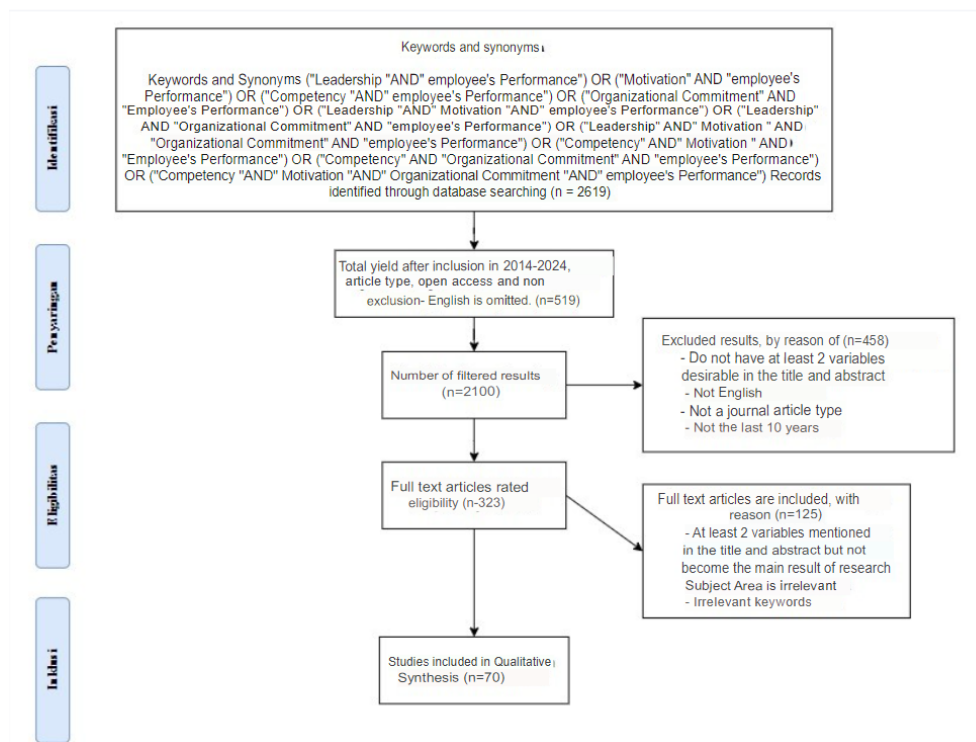


Figure 2. Prisma flowchart of international article synthesis indexed by Scopus

Results and Discussions

Research publications from 2014 – 2024

The number of publications on various keywords in the achievement of competency and leadership synergy in improving employee commitment, motivation, and performance for organizational development over the past ten decades globally shows a positive trend. However, there have been some fluctuations over the years, regarding the number of annual publications related to competence and leadership in the Scopus International search database over the past 10 years. Competence and leadership are the keywords that have the most publications and are closely related to each other. Effective leaders must not only possess the technical and managerial competencies necessary to run their organization or team, but they must also have leadership skills that enable them to motivate, inspire, and guide others. Competent leaders are able to make the right decisions, solve problems efficiently, and lead their teams to success. Other publications that stand out are employee motivation and performance with 29 articles. However, publications related to commitments in international journals indexed by Scopus were only published in 2015 with two documents, and in 2018 there were three documents related to organizational development. The following are the trends of bibliometric journals in various international journals indexed by Scopus:

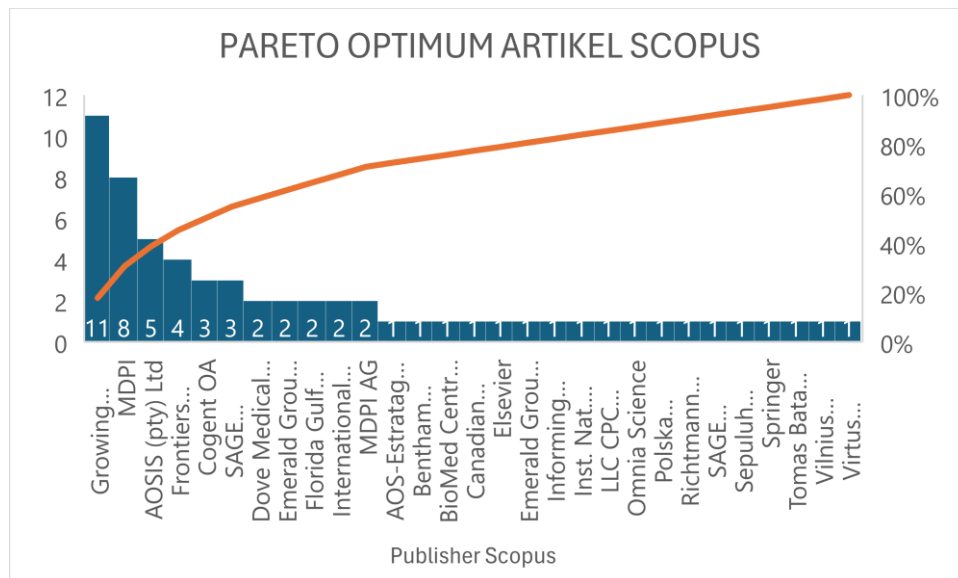


Figure 3.Scopus indexed publisher trends search for competency and leadership articles in improving employee commitment, motivation, and performance for organizational development from the Scopus International search database.

Figure 3 shows the trend of the international Scopus meta-analysis journal taken on the entire Scopus indexed Publisher database with careful logical tracing and measurable and more accurate reviews on all the main articles related to the synergy of competence and leadership in improving employee commitment, motivation, and performance. The main publishers based on the pareto optimum law consist of Growing Science as many as 11 articles from 2019 to 2023, MDPI as many as 8 articles from 2017 to 2022, AOSIS (pty) Ltd as many as 5 articles from 2016 to 2021, Frontiers Media S.A. as many as 4 articles from 2018 to 2022, Cogent OA and SAGE Publications Inc. each had 3 articles from 2019 to 2022. As well as several other Scopus indexed publishers who contributed 1 and 2 articles from 2014 to 2024, respectively. In total, there are 29 publishers indexed by Scopus related to the synergy of competence and leadership in improving employee commitment, motivation, and performance with a research contribution percentage of 100% which means meeting the Pareto Optimum Law. Pareto Optimum is an important concept in the search for research article publishers to ensure efficiency in journal distribution and decision-making related to the findings of results based on journals, keywords, year of publication, and others (Li et al., 2020; Shukla and Deb, 2007).

Table 1. Priority of Journal Topics in the Best Publisher Scopus International Search synergizes competence and leadership in improving employee commitment, motivation, and performance.

Publisher	Article Topics	Country	Number of Authors	Journal/SJR Name
AOSIS (pty) Ltd	Human Resources: Gender, Ethnicity, and Employee Performance	South Africa	4	International Journal of Human Resource Management /2.08
Cogent OA	Human Resources: Work Culture, Competence,	Indonesian	5	Cogent Business and Management/0.524

Publisher	Article Topics	Country	Number of Authors	Journal/SJR Name
	Motivation, Employee Performance			
BioMed Central Ltd.	Human Resources: Motivation, Efficiency, Employee Performance	Ethiopia	4	Human Resources for Health/1.203
Canadian Center of Science and Education	Human Resources: Employee Performance: Variable Mediator of Organizational Commitment	Malaysia	3	Asian Social Science/ 0.124
Cogent OA	Human Resources: Leadership, Creativity, Employee Performance Motivation	East Timor	4	Cogent Business and Management/0.524
UTHM Publisher	Human Resources: Competence, Employee Performance	Palestine	2	INTERNATIONAL JOURNAL OF SUSTAINABLE CONSTRUCTION ENGINEERING AND TECHNOLOGY/0.21
AOS- Estrategia and Inovacao	HR: leadership, organizational transformation and employee performance	Indonesian	1	International Journal of Professional Business Review /0.121
Dove Medical Press Ltd.	HR : Employee commitment and leadership	China and Pakistan	5	Psychology Research and Behavior Management/0.920
Elsevier	Human Resources: Organizational Culture Effectiveness and Leadership	Nigeria	2	Social Sciences & Humanities Open/ 0.69
Emerald Group Holdings Ltd.	HR: leadership, organizational transformation and employee performance	Brazil	2	Innovation & Management Review/ 0.61

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Publisher	Article Topics	Country	Number of Authors	Journal/SJR Name
Emerald Group Publishing Ltd.	HR : Employee commitment and leadership	Portuguese	3	Social Responsibility Journal/ 0.84
Florida Gulf Coast University	Human Resources: Organizational Culture Effectiveness and Leadership	Indonesian	5	Journal of Ethnic and Cultural Studies/ 0.386
Frontiers Media S.A.	HR: leadership, organizational transformation and employee performance	China	2	Frontiers in Psychology/ 0.891
Growing Science	HR : Employee commitment and leadership	Saudi Arabia	2	Management Science Letters/0.327
Informing Science Institute	Human Resources: Organizational Culture Effectiveness and Leadership	Malaysia	3	Interdisciplinary Journal of Information/ 0.406
Inst. Nat. Cercetare-Dezvoltare Text. Pielarie	HR: leadership, organizational transformation and employee performance	Pakistan	6	Industria Textila/ 0.254
International Strategic Management Association (ISMA)	HR : Employee commitment and leadership	Indonesian	3	International Journal of Economics and Business Administration/ 0.289
LLC CPC Business Perspectives	Human Resources: Organizational Culture Effectiveness and Leadership	Jordan	3	Problems and Perspectives in Management/ 0.271
MDPI	HR: leadership, organizational transformation and employee performance	China	3	Sustainability/ 0.67
MDPI AG	HR : Employee commitment and leadership	Turkish	1	Administrative Sciences/ 0.530
Omnia Science	Human Resources:	Malaysia	3	Intangible Capital/ 0.266

Publisher	Article Topics	Country	Number of Authors	Journal/SJR Name
	Organizational Culture Effectiveness and Leadership			
Polska Akademia Nauk	HR: leadership, organizational transformation and employee performance	Polish	5	Management and Production Engineering Review/0.31
Richtmann Publishing Ltd	HR : Employee commitment and leadership	Indonesian	3	Academic Journal of Interdisciplinary Studies/0.21
SAGE Publications Inc.	Human Resources: Organizational Culture Effectiveness and Leadership	Pakistan	4	SAGE Open/0.51
SAGE Publications Ltd	HR: leadership, organizational transformation and employee performance	USA	2	Human Resource Development Review/2.06
Sepuluh Nopember Institute of Technology (ITS)	HR : Employee commitment and leadership	India	5	Operations And Supply Chain Management/0.52
Springer	Human Resources: Organizational Culture Effectiveness and Leadership	Chinese	5	Frontiers of Business Research in China/0.661
Tomas Bata University in Zlín	HR: leadership, organizational transformation and employee performance	Slovak	3	Journal of Competitiveness/0.801
Vilnius Gediminas Technical University	HR : Employee commitment and leadership	Slovak	2	Business: Theory and Practice/0.34
Virtus Interpress	Human Resources: Organizational Culture Effectiveness and Leadership	Greece	5	Corporate and Business Strategy Review/0.16

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Publisher	Article Topics	Country	Number of Authors	Journal/SJR Name
Bentham Science Publishers Ltd.	HR: Leadership and Its Impact on Employee Performance	Indonesian	4	Open Psychology Journal /0.2
PsychOpen	Human Resources: Organizational Effectiveness, Employee Competence and Performance	Italy	3	Europe's Journal of Psychology/0.551
SAGE	Human Resources: Work Culture, Competence, Motivation and Performance	Indonesian	4	Journal of General Management/0.346
Cogent OA	Human Resources: Competence, Commitment and Performance of Employees	Indonesian	4	Cogent Business & Management/0.524

Source: Scopus Indexed Journal Screening Results with variables as keywords

In Table 1, it explains the overall data of the selection results of 29 journals from Scopus indexed publishers with a total selection of 74 out of the total international journal articles indexed by Scopus which previously 323 articles were selected from 2100 articles filtered through <https://www.scopus.com/> so that several journals have similarities and suitability of keywords, abstracts and factors of synergy of competency and leadership data in improving employee commitment, motivation, and performance. Furthermore, as the results are drawn from different databases of authors, number of authors, year, title and Scopus indexed publishers, we assume that the number of articles retrieved should cover the whole with the most recent articles related to the main title of the study.

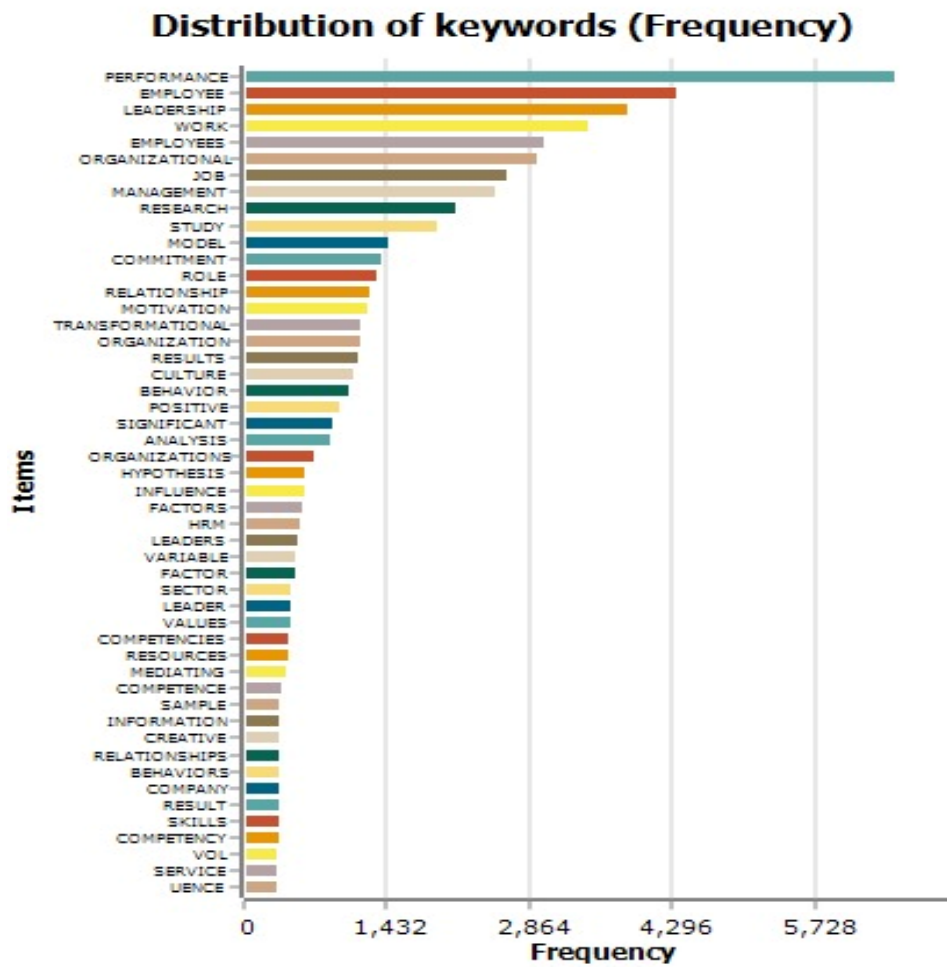


Figure 4. Visualization overlay and distribution of keywords from competency and leadership synergy data in improving employee commitment, motivation, and performance

Figure 4 shows an overlay visualization of competency and leadership data synergy data in improving employee commitment, motivation, and performance of articles from international journals indexed by Scopus. With the average number of Scopus journals, the number of publications from Scopus Indexed Publishers as many as 63 selected articles, showing a shift in topic where around 29 articles, discussing literature on 'Employee Performance and Leadership', discussing a lot about 'Performance', 'Leadership', 'Organizational Improvement', then developing into 'motivation,' 'work competence', then the last ten years discussing 'Commitment,' and 'Employee Skills', the latest 'Transformational' articles also discuss about Organizational Culture, where in the last 10 years, the keywords are 'Employee Performance,' 'Leadership' and 'Organizational Improvement' as well as 'Transformational' have emerged. However, the longer distance between nodes compared to other themes indicates that the theme relationship is weaker than that of different themes. The results of this analysis also show that there is a gap/novelty with the synergy of competency and leadership data in increasing employee commitment, motivation, and performance for organizational progress.

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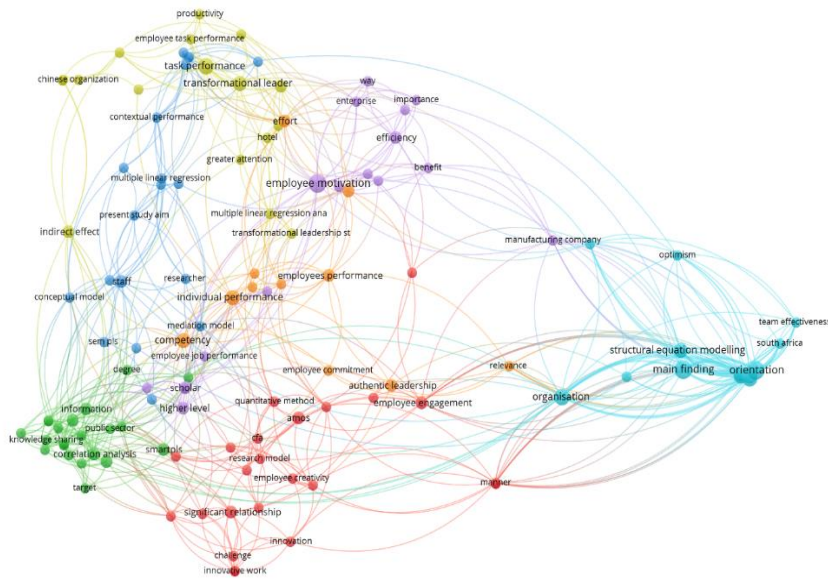


Figure 5. Bibliometrics of competence and leadership in improving employee commitment, motivation, and performance of articles from the results of the Scopus International database search

The step in this statistical analysis is the keyword cloud of the articles as shown in Figure 5, which explains that the main word is the most frequently repeated and used to describe the relationship between variables. For the record, the words Performance Employee and Leadership are the words that appear most often and the next level is for organization, management, Job and work. In addition, it also includes several related words that have been used to describe the relationship between these variables. If we pay attention to Figure 5, the keyword is Employee Performance (Performance) because it is the most frequently occurring search with the number of occurrences of 5112 followed by the occurrence leadership of the word 4185 each.

Based on the results of the analysis, there is a relationship between the reviewed article and the main variable in this study is interrelated. Several authors show that the performance of employee performance and leadership is the main driving factor for organizational improvement (Suriyankietkaew & Kungwanpongpun, 2022) (Alefari et al., 2020). How transformational leadership directly affects employee performance is by inspiring and motivating them, as well as creating a positive and supportive work environment. Leaders who are able to provide a clear vision and support employees in achieving organizational goals tend to improve employee performance. However, some other authors consider that the use of more "transformational" outcome indicators that prioritize organization and human resources provides more appropriate results to improve employee performance (Pereira & Gomes, 2012) (Claudia, 2015) (Eliyana & Ma'arif, 2019). As a result, some investigations have measured performance through organizational outcomes, such as productivity, product or service quality, or efficiency (Psomas & Jaca, 2016). Meanwhile, Competencies based on Figure 5, the number of occurrence frequencies is 238 times. Although the frequency of occurrence is relatively low, based on the results of the analysis, competence and performance are related and competence has a significant effect on performance. How employee competencies directly affect performance is by enabling employees to complete their tasks effectively

and efficiently. Employees who have adequate skills and knowledge tend to perform better because they can get the job done faster and with higher quality.

Another finding is that leadership and competence simultaneously affect employee performance directly through increased individual and team effectiveness. Effective leadership is able to motivate and direct employees to achieve organizational goals, while employee competencies ensure that they have the necessary skills and knowledge to carry out their duties well. A study by (Hadian Nasab & Afshari, 2019) shows that authentic leadership and employee competence significantly contribute to improving employee performance by strengthening organizational commitment.

The synergy of leadership and competence on performance through intervening variables was 28 variables (Figure 6), showing the number of positive intervening variables as many as 22 variables and negative intervening variables as many as 6 variables. This result is in line with the opinion of (Efendi et al., 2023) explaining that the use of intervening analysis will help in designing more effective strategies to improve organizational performance with a focus on strengthening leadership and competence, as well as better managing positive intervening variables. Leadership and competence can also influence employee performance through organizational motivation and commitment by creating a supportive and stimulating work environment. Studies show that transformational leadership and employee competence can increase work motivation and commitment to the organization, which in turn improves employee performance. For example, research by (Almatrooshi et al., 2016) found that teacher commitment mediates the relationship between transformational leadership and sustainable teaching performance, suggesting that these factors interact with each other to influence performance outcomes.

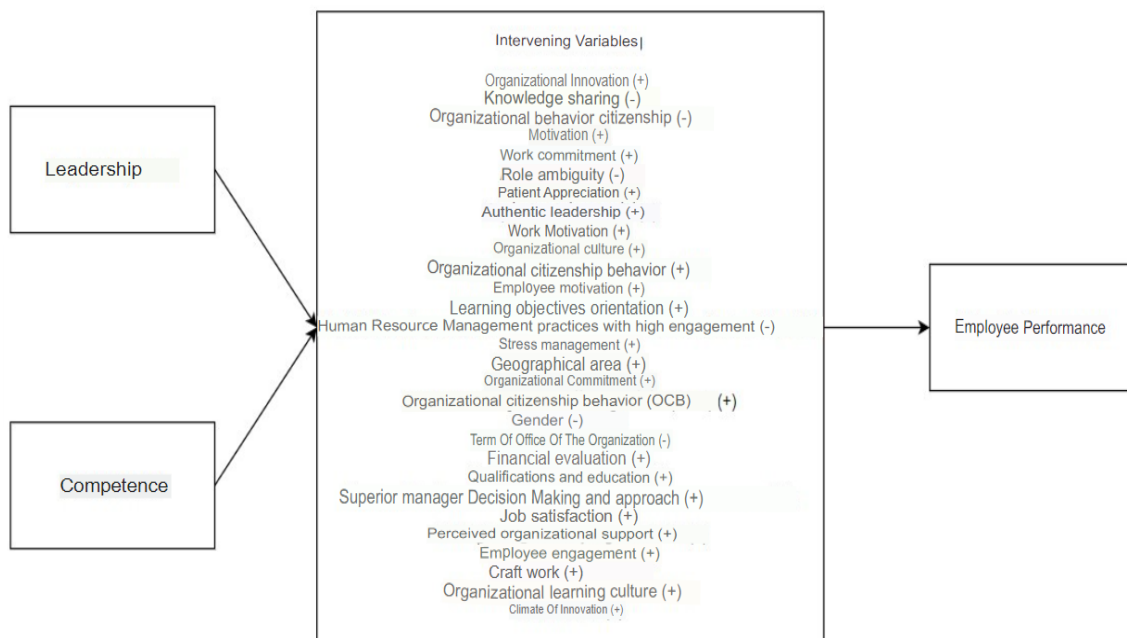


Figure 6. Synergy of Leadership and Competency on Performance through Intervening Variables.

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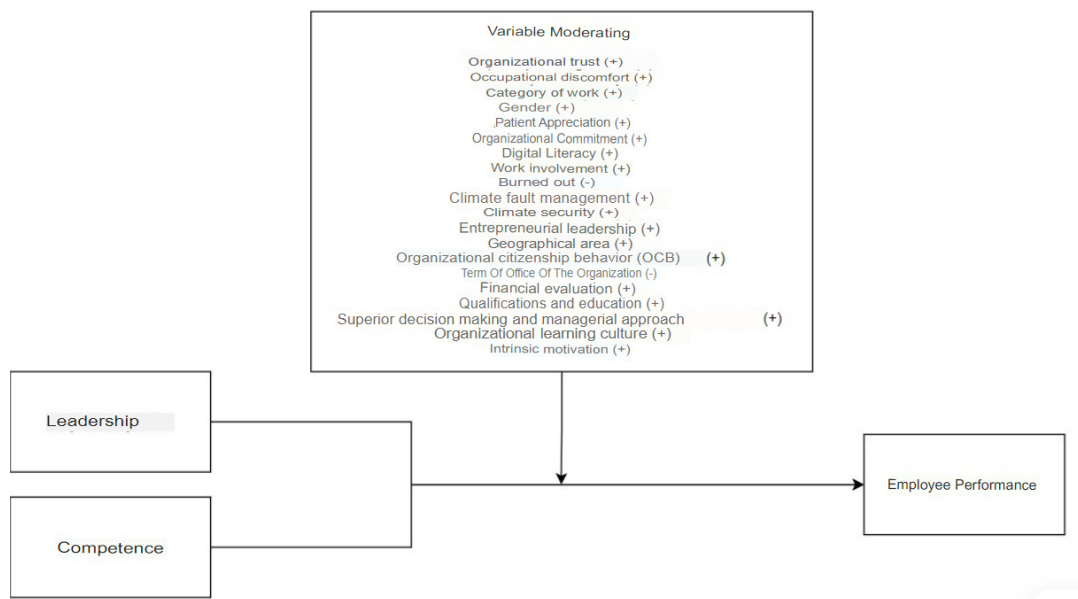


Figure 7. Synergy of Leadership and Competence on Moderated Performance Moderation Variables.

Figure 7 explains the overall moderation variables with a total of 20 variables, 18 have a positive relationship and a small part have a negative relationship with a number of 2 variables. These results illustrate that the direction of the relationship between the independent variables of leadership and competence and the dependent variable of employee performance supports an organizational progress by strengthening the positive relationship between all variables. Conversely, negative variables that are resistant to changes in employee performance can weaken the relationship of employee performance capabilities. The positive variable in the moderation variable is very significant in influencing the improvement of employee performance (Safar, 2022) (Priyanto, 2016) (Wijayanti & Meftahudin, 2016). This is also in line with the opinion of (Rosita & Yuniati, 2016) who explained that moderation variables can directly affect dependent variables, by changing the way independent variables affect them. Leadership and competence can also affect employee performance moderated by organizational motivation and commitment. This means that the impact of leadership and competence on employee performance can vary depending on the employee's level of motivation and organizational commitment. Research by (Duarte et al., 2021) shows that authentic leadership can improve individual performance through increased affective commitment and individual creativity, which suggests that motivation and commitment play an important role in moderating these relationships.

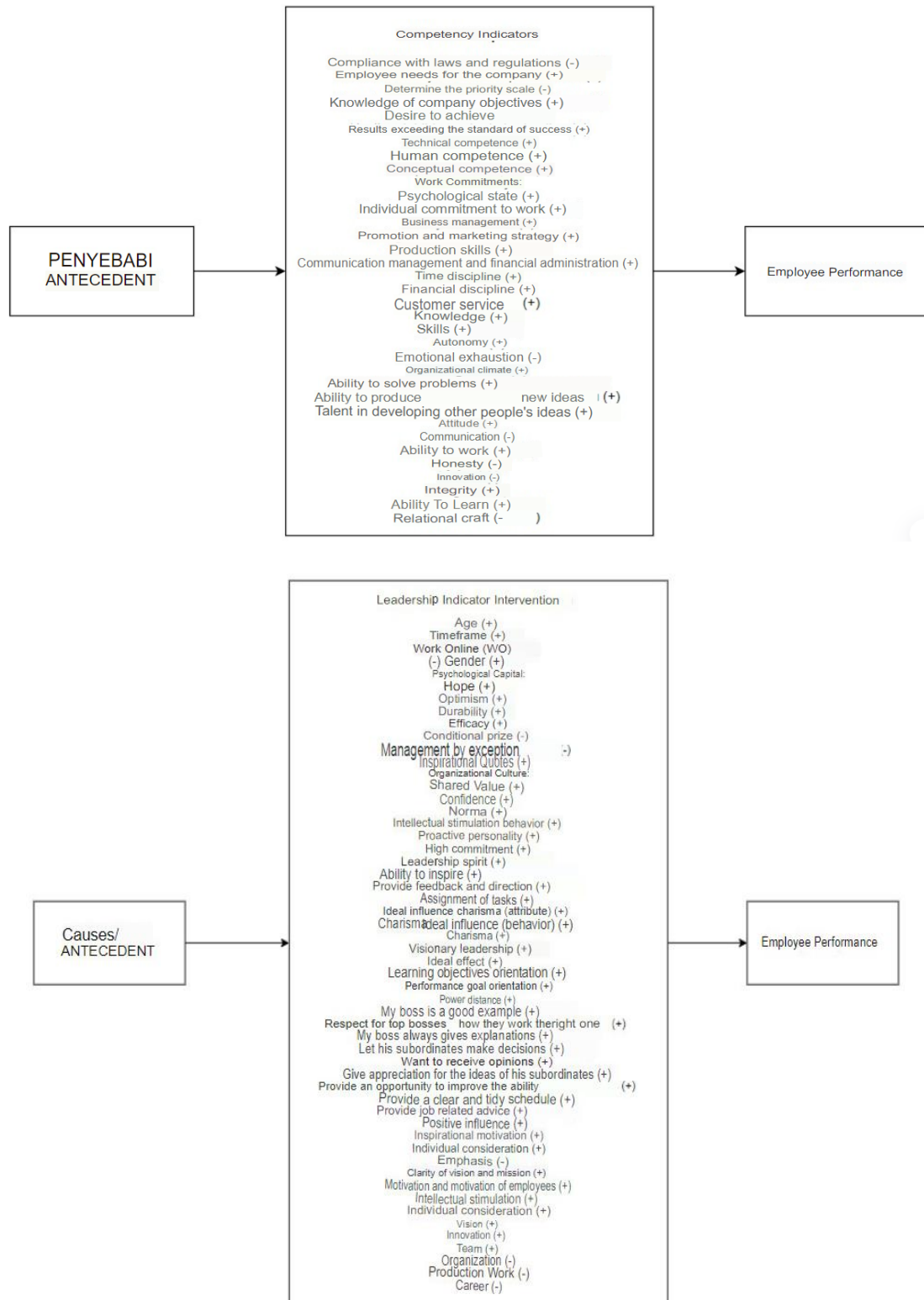


Figure 8. Intervention on the Cause of Leadership and Competency Indicators on Employee Performance.

In Figure 8, explaining the intervention test of leadership indicators with a total of 54 variables shows a positive influence that affects employee performance as many as 48 variables and as many as 6 variables have a negative influence. These results explain that the majority of the leadership variables tested have a good impact and improve employee

performance. A total of 6 variables out of 54 variables showed a negative influence on employee performance, clearly explaining several aspects of leadership that even decreased employee performance. The opinion of Hariadi et al (2020), explains that the important variables to identify and manage are those that have a negative impact to minimize the adverse effects of employee performance.

The competency indicator intervention test on employee performance provided information from 34 variables that negatively affected as many as 6 variables, which means that there were 28 positive variables that improved employee performance. These results explain that variables that have a negative impact need to be identified and managed to ensure improved employee performance so that it can be a driving factor for other variables with positive values. Improving proper analysis and appropriate actions from organizations can optimize employee performance through improvements in leadership and competency development (Almatrooshi et al., 2016) (Campion et al., 2011) (Chaudry et al., 2008).

Conclusion

This research generally aims to investigate the synergy between competence and leadership in improving employee commitment, motivation, and performance for organizational development. Meanwhile, specifically the objectives of this study include: (1) analyzing the relationship between competence, leadership, commitment, motivation, and employee performance based on empirical studies that have been published in Scopus indexed journals; (2) explore the synergy between competence and leadership in improving employee commitment, motivation, and performance; and (3) Analyze the direction of the relationship between independent variables of leadership and competency through intervening variables in influencing employee performance for organizational development. The findings of the study show that individual competencies and leadership have a significant influence on employee commitment, motivation, and performance. High competence allows employees to carry out tasks efficiently and effectively, overcome challenges better, and adapt to changes in the work environment. Effective leadership, especially transformational leadership, is able to inspire and motivate employees, creating a work climate conducive to innovation and high performance. Thus, improvements in both of these areas can significantly improve the overall performance of the organization. The study also found that the synergy between competence and leadership was more effective in increasing employee commitment, motivation, and performance compared to the development of each variable separately. Effective leadership is able to direct employees to make optimal use of their competencies, while high competence allows employees to respond better to leadership directions. This synergy results in a more productive and harmonious work environment, which in turn contributes to the achievement of organizational goals. Thus, this study emphasizes the importance of intervening variable management and moderation in designing effective strategies to improve organizational performance. Factors such as the work environment, organizational culture, and incentive systems can affect the relationship between employee competence, leadership, and performance. Therefore, a holistic and integrated approach to human resource management and organizational strategy is needed to optimize employee performance and achieve long-term organizational goals.

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