
The Effect of Work Experience, Performance Management For Knowledge-Skill-Attitude and Positive Vibes on The Leadership Model

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Abstract:

In an organization, teamwork plays a critical role. Experience, management knowledge, and a positive work environment can aid companies in developing leadership models as they are integral components of Human Resource Management. Experience, Knowledge Management and Positive Vibes will be aspects that affect employee performance. This research aims to develop existing leadership models among employees. It falls under qualitative research focusing on gaining an in-depth understanding of aspects of business operations related to employee performance. The population studied were employees within a company with 37 samples taken for analysis purposes. The analytical method employed is multiple linear regression with the help of SPSS software. The results indicate that both Experience and Performance Management for Knowledge Skill Attitude influence leadership models which underscores the importance of these factors in shaping effective leadership.

Keywords: *Experience, Performance Management for Knowledge-Skill-Attitude, Positive Vibes, Leadership Model*

1. Introduction

Year after year, the world of business and industry consistently evolves. Every company must keep pace with these changes to innovate and produce quality products. In this context, teamwork is vital for a company's sustainability. Human resources and the work environment must foster mutual understanding and support to achieve pre-set organizational or company goals. To reach these objectives, it's essential to assemble a reliable, skilled team by assessing the competence and professionalism of current employees. The development of human resources for both leaders and employees should be prioritized to stimulate creativity, innovation, and effective problem-solving. Work experience serves as a person's primary asset in executing tasks within their field (Harjanti et al., 2021).

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However, finding top-tier employees isn't straightforward because team members come from diverse ethnicities, cultures, educational backgrounds. Additionally, each team member possesses unique character traits—some are proactive idea generators due to their experience while others lack initiative due to limited experience or focus solely on their assigned tasks without assisting colleagues facing difficulties. The latter can lead to losses for the company.

Therefore, human resource teams must strive to recruit qualified employees with valuable experience that can contribute towards enhancing employee performance (Azizi et al., 2021).

In theory, a group with strong initiative will take responsibility and strive to perform effectively. In the era of knowledge management development, management's role significantly influences overall employee performance. Knowledge management is a process that maximizes the intellectual assets of leaders and employees for organizational benefit. Every organization requires improved knowledge management to support employee performance. To secure quality human resources, an organization can enhance its knowledge management practices. Knowledge management plays a crucial role in collecting data, generating information or insights to face challenges related to industry development, competition, customer relations, supplier interactions, distribution logistics as well as managing risks and threats (Shahzad et al., 2021). The success of a group hinges on member commitment; leaders can foster cohesion and collaboration towards achieving set goals (Tajpour et al., 2022).

In the face of intense business competition, companies aim to improve their human resource quality while maintaining a positive work environment. This study focuses on testing leadership models within a company based on Experience, Performance Management for Knowledge-Skill-Attitude and Positive Vibes.

Firstly, Experience forms one cornerstone of human resource quality within a company. Greater experience usually translates into enhanced performance for the company. Employee mobilization directly relates to an employee's career progression as extensive experience aids in job completion without requiring explicit instructions. Furthermore, experienced employees tend to make decisions after fully considering associated risks.

Performance Management for Knowledge-Skill-Attitude is another factor that enables companies' survival because knowledge serves as the primary resource and plays an essential role in achieving competitive advantage due its difficulty being imitated or replaced by competitors. With effective knowledge management among employees, the company can learn quickly thus adapting swiftly to changes.

2. Theoretical Background

Leadership models have significantly evolved over the years, with researchers continuously exploring various factors that contribute to effective leadership.

Leadership is an individual's ability to influence and motivate others towards achieving set organizational goals. It plays a central role in an organization's success and performance, with leaders responsible for directing, inspiring, and guiding their team members towards achieving objectives. This literature review aims to examine the influence of work experience, performance management for knowledge-skills-attitudes, and a positive environment on leadership models. By identifying gaps and controversies in previous research, this review seeks to provide insights that can guide future research and organizational practices.

In the face of an ever-changing business environment, excellent leadership is key to outperforming competition and achieving organizational success. Leadership is crucial as it forms the core of any run organization. Organizations require qualified leaders with insightful knowledge who are willing to take risks for both operational and non-operational sustainability. In this regard, surfacing crucial leadership indicators provides valuable insights for organizations in developing effective leadership strategies. It's important for organizations to identify potential leaders within their teams, facilitate appropriate training programs as well as promote a culture that supports innovation and open communication across all levels of the organization.

Leadership is a two-way process involving mutual influence between a leader and their group members. Terry in Davis (1985) defines leadership as the process of encouraging others within an organization to work enthusiastically towards achieving set goals (Delti et al., 2023). Greenleaf introduced the concept of servant leadership which emphasizes the leader's role as a driving force that motivates subordinates towards realizing organizational vision and mission while prioritizing subordinate development over self-interests (Iqbal et al., 2022).

Achmad (2021) states that there are various styles of leadership including situational ones based on levels of guidance provided by leaders emotional support offered along with readiness level among subordinates when performing tasks or pursuing objectives (Mulyadi et al., 2023).

Leadership can be classified into several types such as transactional leadership, which is based on the assumption that employees are motivated by rewards and sanctions. According to Thoha & Avandana (2020), this type of leadership is suitable for systems that function socially through a clear chain of command. Susanto et al., (2023) explain that transactional leadership focuses on the relationship between superiors and subordinates without instigating any changes. This system implies that employees carry out orders from their superiors. Transactional leadership, also known as autocratic leadership, requires employees or subordinates to obey rules and instructions from the leader.

The initial concept of transactional leadership begins with satisfying subordinate needs by fulfilling tasks from the leader to receive rewards; leaders react if subordinates fail to meet their role requirements (Chen et al., 2021). This includes

indicators such as leaders giving clear orders and providing guidance towards solving work problems.

On the other hand, transformational leadership gradually replaces the concept of instructional leadership. Kwan (2020) describes transformational leadership as one of the most popular theories among other leadership theories, having been an important topic for more than 20 years. Transformational leaders establish a positive relationship with their subordinates based on commitment, work motivation, and effective guidance (Cop et al., 2021). These leaders conduct in-depth analyses and evaluations of their subordinate's potential according to their field of work; they observe how tasks are carried out to evaluate future empowerment possibilities (Xie 2020). Transformational leaders can change an organization by acknowledging the need for change, initiating a vision, and creating commitment towards realizing this vision (Seidel et al., 2019).

Work experience significantly influences a manager's performance in running a company; those accustomed to repetitive work are considered proficient in their field. Work experience is viewed as an important factor in shaping knowledge about job roles within an organization (Ivaldi et al., 2022). Rivaldo and Nabella (2023) state that work experience refers to service length necessary for understanding job duties effectively.

This section analyzes various impacts of work experiences on effective leadership while exploring relationships between accumulated experiences and improved skillsets in shaping decision-making processes.

Work experience plays an essential role in career development— it determines qualifications while enhancing workplace performance. In constantly evolving business environments amid fierce competition, understanding how diverse experiences contribute towards professional growth becomes crucial. Based on these descriptions above we formulate our hypothesis:

H1 : Experience affects the Leadership Model

Performance Management for Knowledge-Skill-Attitude refers to an employee's knowledge and willingness in executing their job. Coffie et al., (2019) state that knowledge management is based on practices and techniques used by companies to leverage the benefits of knowledge, skills, motivation, and ideas to achieve organizational goals. According to Kazak (2021), Knowledge Management is the ability of an individual implemented into organizational capabilities. The knowledge possessed by managers and employees should be balanced with appropriate skills and attitudes. Attitude represents evaluative statements or feelings—both pleasant and unpleasant—towards individuals, objects, or events (Al Amiri et al., 2020).

Performance signifies the results achieved by an individual based on requirements, duties, obligations that are carried out effectively while yielding benefits for the

company. Performance is demonstrated through work capability. Maryani et al., (2021) suggest that performance can be assessed through timeliness in task completion, ability to meet targets, attention towards work quality. Mulyadi et al., (2023) define performance as a unity regarding behavior aligned with expected achievements as well as task requirements entrusted upon each individual within an organization.

Effective performance management plays a crucial role in developing Knowledge-Skills-Attitudes required for effective leadership. This section explores how performance management systems contribute towards leadership development by enhancing key competencies while aligning individual goals with those of the organization. It also examines ongoing debates surrounding most suitable performance management strategies for nurturing leadership potential. Performance Management for Knowledge-Skill-Attitude (PMS-KSA) is a significant approach towards improving both employee's professional growth along with overall organizational performance. While there may be challenges during its implementation, PMS-KSA remains a valuable tool achieving organizational goals while increasing success within work environment. Based on these descriptions above we formulate our hypothesis:

H2 : Performance Management For Knowledge-Skill-Attitude Affects The

Leadership Model.

Positive Vibes, or a positive work environment, should be prioritized by company managers to ensure smooth operations. Enhancing the comfort of the work environment requires cooperation between leaders and employees. According to Sujila et al., (2023), the work environment encompasses all physical or non-physical elements encountered by an individual in their workspace, including work methods and regulations both individually and in groups. The work environment includes everything that directly or indirectly affects employees.

Positive Vibes, encompassing emotional intelligence and employee morale, have been recognized as important factors for leadership success. This section investigates the impact of a positive environment on leadership models and team dynamics while exploring how leaders can foster positivity within their teams and organizations—considering potential benefits as well as associated challenges.

Creating an atmosphere dominated by Positive Vibes requires commitment from all organization members; however, long-term benefits of such an inspiring work environment make it worthwhile. The work environment involves all physical and psychological aspects that directly or indirectly affect workers (Aisyaturrida et al., 2021). A conducive work environment can enhance employee performance (Cop et al., 2021).

The quality of the working conditions impacts employee performance which can yield either negative or positive results (Purwanto 2020). A healthy workplace that

accommodates employee needs can influence a company's performance level (Dheviests & Riyanto 2020).

It follows that a healthy working atmosphere characterized by mutual assistance without any form of disparagement among employees will influence organizational performance levels positively. Indicators of a good working condition according to Purwanto (2020) include light quality, air temperature, noise control, spaciousness security, and inter-employee relationships. Employee performance is largely influenced by these environmental factors since they directly affect task completion which subsequently impacts overall organizational output. A conducive workspace enables employees to execute tasks comfortably, safely, and healthily. Based on these descriptions above we formulate our hypothesis:

H3 : Positive Vibes affect the Leadership Model

This section aims to integrate the findings of the previous sections and examine the interplay between work experience, performance management, positive vibes, and leadership models. It will discuss potential synergies and tensions that may arise when these factors interact and collectively influence leadership effectiveness. The review will also consider practical implications for organizations seeking to optimize their leadership development programs.

In this context, the primary objective is to critically analyze debates and contradictions found in previous research. By identifying areas of contention and differences in empirical findings, this review seeks to highlight unresolved questions and gaps in current literature. Addressing these issues will provide a roadmap for future research that can further enrich our understanding of leadership models along with their determinants.

3. Methodology

Population and sample

The population used in this study are employees in a company. Given that the population cannot be reached all due to time and budget considerations, sampling is carried out. The data collection procedure used in this study is a questionnaire, namely a list of questions made to obtain data in this study. The questionnaire was distributed to be filled in by respondents who became the research sample to obtain complete data and all the variables studied. The data analysis technique used in this research is Multiple Linear Regression Analysis.

The use of questionnaires aims to obtain the information needed and support research. The questionnaire used in this study is a questionnaire with a Likert Scale model. As stated by Sugiyono (2011: 93) the Likert Scale is used to reveal the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In the Likert Scale, the variables to be measured are translated into variable indicators. Then the

indicator is used as a starting point for compiling instrument items which can be in the form of statements or questions. The answer to each instrument item using the Likert Scale has gradations from very positive to negative. To measure the above variables, a Likert Scale of five levels is used as follows: Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS), Strongly Disagree (STS). Each answer point has a different score, namely: SS answers have a score of 5, S answers have a score of 4, N answers have a score of 3, TS answers have a score of 2, and STS answers have a score of 1. This method is used so that researchers can find out and have data about the assessment given by each employee so that conclusions can be drawn. The data analysis method used in this research is quantitative analysis using numbers, the calculations describe statistical methods assisted through the *SPSS* program

4. Empirical Findings/Result

Table 1. Descriptive Statistical Analysis

Variables	N	Minimum	Maximum	Mean	Std. Deviation
MK	37	17,00	25,00	22,0541	2,35639
PK	37	21,00	30,00	26,2973	2,42516
PM	37	14,00	25,00	20,0811	2,94749
PV	37	13,00	30,00	26,0541	2,46019

The following information is provided from the descriptive statistical analysis table as follows:

The Leadership Model as the dependent variable has a *mean* value of 22.0541, a maximum value of 25.00, a minimum value of 17.00 and a standard deviation value of 2.35639. While each independent variable has a *mean* value of Work Experience of 26.2973, a maximum value of 30.00, a minimum value of 21.00 and a standard deviation value of 2.42516. The *mean* value of *Performance Management* is 20.0811, the maximum value is 25.00, the minimum value is 14.00 and the standard deviation value is 2.94749. The *mean* value of *Positive Vibes* is 26.0541, the maximum value is 30.00, the minimum value is 13.00 and the standard deviation value is 2.46019.

Table 2.

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	1,427	3,358	,425	,674
PK	,375	,160	2,352	,025
PM	,268	,120	2,221	,034
PV	,172	,154	1,117	,272

From the results of multiple regression analysis above, it can be interpreted as follows: The constant value of 1.427 indicates that if the independent variables, namely Work Experience, Performance Management for Knowledge Skill Attitude and Positive Vibes are assumed to be constant, it will increase the quality of Islamic Leadership Principles by 1.427. From the results of the table above it can also be seen that only Positive Vibes has no effect on the Leadership Model while others Work Experience

and Performance Management for Knowledge Skill Attitude have a significant effect on the Leadership Model. From the calculation of the t-count of the Work Experience variable of 2.352 and the sig value. 0.025 is smaller than 5%, so it can be concluded that *H1* is accepted. This means that Work Experience affects the Leadership Model statistically significantly. Second, the Performance Management variable is 2.221 and the sig value. 0.034 is smaller than 5%, so it can be concluded that *H2* is accepted. This means that Performance Management for Knowledge Skill Attitude affects the Leadership Model statistically significantly. Third, the Positive Vibes variable is 1.117 and the sig value. 0.272 is greater than 5%, so it can be concluded that *H3* is rejected. This means that Positive Vibes has no statistically significant effect on the Leadership Model.

It can also be informed that from the calculation results for the coefficient of determination test in this study is adjusted R² of 0.561. This means that the independent variables in the model yaity Work Experience, Performance Management for Knowledge Skill Attitude and Positive Vibes can explain the Leadership Model by 56.1% and 43.9% is explained by other factors or variables outside the model studied

5. Discussion

Work experience influences the leadership model. An employee with extensive work experience will more easily adapt to and understand every job description procedure of their duties and the policies implemented by the company. Most companies prefer employees who have spent more time working because they believe that experienced employees possess better skills, knowledge, and proficiency at work. This can lead to more optimal work results. An employee's work experience can also facilitate leaders in policy-making and understanding the level of knowledge and abilities of employees. The work experience of employees can simplify leaders' task in providing direction, helping employees prioritize tasks effectively to improve human resource performance within a company. When determining the leadership capital to be employed, the company takes into account the level of employee work experience. This is crucial as it relates to policy-making for each line of the company and providing encouragement, motivation, solutions, and goal achievement instilled in each employee. The greater an employee's work experience is, the easier it becomes for companies to determine their leadership model. The findings from this study align with previous research conducted by Rivaldo and Nabella (2022) as well as Niati et al.(2021), which found that work experience significantly affects employee performance.

Performance Management for Knowledge Skill Attitude also impacts on leadership models. Abilities, knowledge, skills owned illustrate each individual's capacity at work. A person's ability is measured through intellectual, spiritual, emotional capabilities along with attitudes displayed at workplace settings. Knowledge management must always be developed so that organizational performance also

increases. Employees who have high knowledge, skill, and attitude capabilities can create a good leadership model in accordance with leader's goals. The findings from this study aligns with previous research conducted by Purwanto (2020) and Shahzad et al. (2021) which stated that knowledge management is one factor that can improve organizational performance. Skills should be honed according to changing times prioritizing information technology. A leadership model supporting changes in information technology is needed. Company management, a business concept carried out systematically, is organized for increasing ability, knowledge, and skills necessary for improving performance. This aligns with previous research conducted by Arini et al., (2015), which concluded that working ability has significant effect on employee's performance.

Positive vibes do not affect the leadership model. The condition or state of working environment does not really influence what type of leadership model will be applied by leader. Working environment conditions such as comfort level, facilities available etc do not really impact leadership models. However, a positive vibe or good working environment does impact how an employee performs. A comfortable working environment cultivates a sense of security among workers. Thus, it becomes important for companies to foster good environments. Facilities, colleague relationships, lighting conditions, space availability, and air temperature all affect how an employee works. Creation of a conducive working environment enhances positive values while encouraging creativity. A supportive atmosphere makes it easier for leaders provide direction, motivation, and solutions through suitable leadership models. This study's results are aligned with previous research conducted by Erlangga & Erlangga (2021), which found that working environment does not significantly influence employee performance.

6. Conclusions

In determining the leadership model, it is necessary to study what indicators or variables can support the creation of a better ecosystem within the company. In this study, we examine the underlying factors that can affect an ecosystem in the company to not run well such as the work experience of an employee, managerial knowledge and the conditions or atmosphere of the work environment. The results of testing the leadership model can be concluded that the variables of Work Experience, Performance Management for Knowledge Skill Attitude statistically significantly affect the leadership model. While Positive Vibes or the atmosphere of the work environment has no effect on the Leadership Model. In this case, it is not that Positive Vibes has no impact on the leadership model, because the work environment will certainly encourage employees to always feel comfortable and will create a sense of loyalty to the company.

In this research process, there are limitations, so there needs to be improvements for future researchers. The limitations in this study are that there are no recent references

to the leadership model so that researchers only see the test results that give the best results.

Suggestions to future researchers can test indicators or other factors that influence the leadership model so that a good corporate ecosystem will be created. In the future, it may be more specific from the selection of the sample or population selected or a particular company in order to see more specific statistical results

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