

MULTIFACETED ROLE OF MANAGERS IN IMPROVING COMPANY PERFORMANCE

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Abstract

In the current era of digitalization and globalization, the role of managers is growing in managing the increasing information technology risks in modern banking. In addition, managers also play an important role in internal and external communication. This research was conducted with the aim of knowing the role of managers in improving company performance is multifaceted by adopting a qualitative descriptive method. Through a qualitative descriptive methodological approach based on literature review, content analysis, triangulation, and synthesis, the researcher was able to extract relevant information from the literature, organize the findings in a coherent framework, and provide meaningful interpretations for the academic community and business practitioners. The results of the research reveal that the role of managers in improving company performance is very significant. Managers act as leaders, planners, decision makers, facilitators, liaisons, mentors, and change agents.
Keyword: Manager's role, multifaceted, company performance, digitalization.

INTRODUCTION

In the dynamics of a company engaged in various industrial sectors, managers play a very crucial role in managing and coordinating existing resources to achieve organizational goals. As leaders in a team or department, managers become the bridge between senior executives and executive staff. They ensure that the company's vision, mission and values are translated into concrete actions that drive growth and improve the overall performance of the company (Suwono & Reza Rahmadi Hasibuan, 2022). The role of managers in the company is not only limited to organizers and coordinators. In this modern era, managers are required to be innovators, motivators, communicators, and also problem solvers. Through a deep understanding of the industry, customers, and their team's internal needs and challenges, managers can help the company to stay competitive and adapt to rapid changes. With analytical skills and strategic vision, managers can identify new opportunities and determine the right direction for their team to achieve maximum results (Budi Gautama Siregar, 2021).

Human resource management capabilities are also an integral part of the manager's role. Through the recruitment, training, development and retention of talent, managers ensure that the company has a competent and motivated workforce to achieve organizational goals. The overall performance of individuals and teams is highly dependent on how managers are able to motivate, direct, and support their members.

Thus, managers play a very important role in shaping the work culture and environment conducive to growth and innovation (Herwanto & Radiansyah, 2022).

Furthermore, managers have the responsibility of making critical decisions. In complex and uncertain situations, managers must be able to gather information, analyze data, and use good judgment to make decisions that affect the direction and future of the company. Such decisions could relate to investment opportunities, new product development, market expansion, or even team restructuring. The right decisions, based on in-depth analysis and market understanding, can result in significant growth for the company. Conversely, wrong decisions can lead to risks and losses (Setiawan & Setiadi, 2020). In the current era of digitalization and globalization, the role of managers is also growing. They must be able to understand the latest technology, adopt innovations, and ensure that the company remains relevant in global competition. Managers must encourage a culture of learning and adaptation, where their teams constantly improve their skills and knowledge to face new challenges. In this context, managers are not only leaders, but also mentors and facilitators.

Managers also play an important role in internal and external communication. With effective communication skills, managers can ensure that information flows smoothly throughout the organization, building strong relationships with customers, suppliers, and other stakeholders (Warenpan et al., 2018). In external relations, managers serve as the face of the company, representing the values and vision of the organization to the outside world. Therefore, the role of managers in improving company performance today is multifaceted. They are leaders, innovators, communicators, problem solvers, and much more. In their capacity, managers shape the culture of the organization, ensure day-to-day operations run smoothly, and make strategic decisions that determine the future direction of the company. As key drivers of growth and innovation, managers have a huge responsibility to ensure that the company continues to evolve and adapt to changes as they occur.

METHODS

In the research on "The Multifaceted Role of Managers in Improving Company Performance" the methodological approach chosen should ensure the depth and accuracy of the findings. Given that the main focus of this research comes from literature studies, the approach adopted is known as descriptive qualitative. The main objective of this approach is to understand and describe the phenomenon under study through existing literature.

The first step in this methodology was to compile literature relevant to the research topic. This involved searching for research articles, books, conference papers, industry reports, and other sources of information related to the role of managers and firm performance. Particular emphasis was placed on literature that examines management theories, the role of managers in organizations, and how managers influence organizational performance. The compilation process involved selecting literature that had high relevance to the research topic, good methodological quality, and time relevance. Once the literature was collected, the next step was to conduct a content analysis. Content analysis is a systematic and objective process of describing phenomena. In the context of this research, content analysis involves an in-depth review of the information presented in the literature, focusing on the concepts, findings,

arguments, and evidence that support the role of managers in improving company performance. Through this analysis, the researcher can understand the main themes, emerging patterns, and relationships between concepts. Furthermore, to increase the validity and reliability of the findings, a triangulation approach was applied. Triangulation in the context of a literature study means comparing and contrasting findings from various literature sources. By looking at the similarities and differences between the literatures, the researcher can gain a richer and holistic understanding of the topic under study. In addition, triangulation also helps in identifying under-researched areas or differences of opinion in the literature, which can serve as suggestions for future research.

Once the content analysis and triangulation process is complete, the next step is synthesis. Synthesis is the process of combining information from various literature sources to produce a coherent and comprehensive conclusion about the role of managers in improving company performance. Through synthesis, researchers can organize literature findings in a logical and structured framework, as well as provide interpretation and reflection on the findings. The final process in this methodology is the preparation of the report. The research report contains a full description of the procedures adopted, literature reviewed, findings obtained, and conclusions drawn. The report may also include recommendations or suggestions for business practitioners, academics, and other researchers interested in the same topic. Therefore, the descriptive qualitative methodological approach based on the literature study allows researchers to gain an in-depth understanding of the role of managers in improving company performance. Through content analysis, triangulation, and synthesis, the researcher can extract relevant information from the literature, organize the findings in a coherent framework, and provide meaningful interpretations for the academic community and business practitioners.

RESULTS AND DISCUSSION

Based on the literature review that has been conducted, there are a number of important findings related to the role of managers in improving company performance. This research highlights that managers, as an integral part of the organizational structure, play various crucial roles that have a significant impact on the success of the firm (Lusnakova et al., 2021).

First, one of the most prominent results is how crucial the role of managers as planners and strategists is. In this capacity, managers serve as the primary architects of the company's vision and mission (Nurhayati, 2017). Through careful and strategic planning, managers ensure that the company has a clear and defined roadmap to achieve its goals. This includes the setting of short- and long-term goals, the proper allocation of resources, and the identification of potential obstacles and opportunities. Without this crucial role, companies may find it difficult to navigate the complex and dynamic business environment.

Second, managers act as leaders who motivate and inspire. A review of the literature shows that effective managers are those who are able to create a work environment conducive to the professional and personal growth of their employees (Sabki & Alke Mega, 2022). Through communication skills, empathy, and interpersonal interactions, managers shape a positive and productive organizational culture (Sari & Khafid, 2020).

A culture that supports innovation, teamwork, and commitment to quality can improve employee morale, which in turn improves productivity and overall performance. Third, as decision makers, managers hold great responsibility in determining the direction and future of the company. Every decision, from operational to strategic, has direct implications for the company's performance (Purba et al., 2023). In this capacity, managers must ensure that every decision is based on in-depth analysis, a good understanding of the industry, and consideration of risks and benefits. Timely and targeted decisions can provide a competitive advantage for the company and position it well in market competition.

In addition, the study results also show that modern managers play an important role as a liaison between the company and external stakeholders (Alni Rahmawati, 2019). This includes relationships with customers, suppliers, investors and communities. Through these interactions and relationships, managers gain insight into the needs, expectations and challenges faced by stakeholders. This information is invaluable in informing the company's business strategies and decisions. Further discussion reveals that, in today's digital era, managers are also responsible for ensuring that companies remain relevant and adaptive (Suwandi, 2020). This means driving the adoption of the latest technologies, understanding emerging market trends, and responding to changes quickly and efficiently. In this capacity, managers serve as agents of change, ensuring that the firm not only survives, but also thrives and excels in an ever-changing environment (Muhammad Asir et al., 2023). Thus, the results of this literature review emphasize how important the role of managers is in improving firm performance. From planning and strategy, leadership, decision-making, to functioning as liaisons and change agents, managers hold the key to organizational success. Through a deep understanding of the challenges and opportunities faced, and with the necessary skills and abilities, managers can guide the company towards sustainable growth and long-term success.

While previous literature reviews have provided insights into the various key roles that managers play in improving firm performance, there are several other dimensions of the manager's role that are also important to explore further. One aspect that has been highlighted is how managers act as mediators or facilitators in internal corporate conflicts (Jao et al., 2022). In every organization, regardless of its size, conflict is a necessity. Conflicts can arise due to differences of opinion, overlapping responsibilities, or even competition for resources (Sugiarti & Fitria, 2022). Managers, in their capacity, must have the ability to detect, address and diffuse such conflicts before they affect employee productivity and morale. This requires strong interpersonal skills, listening ability, and an effective mediation approach. By addressing conflicts in a constructive manner, managers ensure that their team remains focused on organizational goals and functions with maximum efficiency.

Furthermore, managers also play an important role in identifying and developing talent within the organization. In today's era, where innovation and adaptability are key to success, having a team of talented and motivated individuals is an invaluable asset. Managers must be able to recognize employees who have potential, give them opportunities to develop, and provide the necessary support and resources for their professional growth (Gunadi Slamet, 2023). As such, managers act as mentors, coaches, and advisors, guiding employees through the various stages of their careers and ensuring that they continue to make maximum contributions to the organization.

In today's global context, managers must also have an international outlook. Companies operating on a global level or looking to enter international markets require leaders who understand global business dynamics, cultural differences, and the laws

and regulations that apply in different countries. In this capacity, managers act as diplomats, negotiators, and intermediaries between the company and the international business environment. They ensure that the company remains competitive, complies with international standards and regulations, and maximizes the opportunities available in the global marketplace (Tyoso et al., 2022). In addition, in today's digital age, the role of managers in driving digital transformation has also become important. Digital transformation is not just about adopting the latest technology, but also about changing the way a company operates and delivers value to its customers. Managers should be the main advocates of digital transformation initiatives, ensuring that their employees are trained and ready for change, as well as ensuring that the technologies adopted are in line with the company's goals and strategies. They must also constantly monitor the latest technology trends and assess how they can be leveraged to the company's advantage.

In the overall role, one of the most important things for a manager is his or her ability to adapt to change (Muntahanah & Murdijaningsih, 2020). Today's business environment is changing rapidly, with industry disruption occurring due to technological innovation, changing customer preferences, and global market dynamics (Asrorudin, 2020). Successful managers are those who are flexible, responsive and proactive in the face of change. Overall, the manager's role in improving company performance is a combination of strategic leadership, interpersonal skills, business insight, and adaptability. Through this role, managers ensure that the company has a clear vision, well-managed resources, motivated and productive teams, and the ability to adapt and grow amidst challenges and opportunities.

CONCLUSION

In order to conclude this exploration of the role of managers in improving firm performance, the conclusions derived from this literature review are important to summarize the essence of the previous discussion and provide a holistic view of this topic.

Conclusion

In the various literature sources that we have reviewed, it is revealed that the role of managers in improving company performance is very significant. Managers serve as leaders, planners, decision-makers, facilitators, liaisons, mentors and change agents. In this capacity, managers have a direct impact on how the company operates and the extent to which it can achieve its goals. Managers play a leadership role in inspiring and motivating employees to achieve their best results. They are also responsible for formulating the company's vision and strategy, as well as making decisions that lead to achieving those goals. Managers also play an important role in resolving conflicts, identifying and developing talent, and running the day-to-day operations of the company.

In the era of digitalization and globalization, managers must also understand the changes taking place in the global market and the latest technologies. They must be effective intermediaries between the company and the international business environment. In addition, managers must be key drivers in digital transformation initiatives and ensure that the company remains relevant and competitive.

Suggestions and Recommendations

Based on the results of the literature review that has been presented, there are several suggestions and recommendations that can be considered by organizations and managers in an effort to improve company performance:

1. **Leadership Improvement:** Managers need to continuously develop their leadership capabilities. Leadership training, counseling, or mentorship can help managers to become more effective leaders and motivate their teams.
2. **Improved Communication Skills:** Effective communication skills are essential in a manager's role. Managers must be able to clearly communicate the company's vision, strategy, and expectations to the entire team and stakeholders.
3. **Talent Development:** Managers must be active in identifying and developing talent within the organization. This can be done through employee development programs, providing training, and creating an environment that supports professional growth.
4. **Adaptation to Change:** Organizations and managers need to adopt an adaptive attitude towards change. They should be open to the latest innovations and technologies, and be ready to adjust their operations according to market developments.
5. **Stakeholder Engagement:** Managers should build strong relationships with external stakeholders, including customers, suppliers, and investors. This can help companies to gain better insight into stakeholder needs and expectations.
6. **Digital Transformation:** Managers need to lead the company's digital transformation efforts. They should understand the potential of the latest technologies and drive the adoption of relevant technologies to improve efficiency and meet customer needs.
7. **Organizational Culture Building:** Managers have an important role in shaping an organizational culture that supports growth, innovation, and high performance. They must ensure that the company's values are reflected in daily actions and behaviors.

In order to deal with rapid changes in the business world, the role of managers in improving company performance is increasingly important. By taking the right steps and adopting best practices, managers can ensure that companies remain competitive and successfully achieve their goals. A company's success depends largely on the ability of managers to take over this role and lead effectively in an ever-changing world.

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