

Determinant Factor Managerial Effectiveness: A Systematic Literature Review

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ABSTRACT

The purpose of this article is to analyze through a systematic literature review of 5 reputable international journal papers related to determinants of managerial effectiveness factors, which aim to describe and identify important factors in achieving managerial effectiveness. The method used is a systematic literature review of 5 scientific articles published in international journals with the stages of searching for journals in databest connected papers online, then selecting and categorizing themes, comparing, synthesizing theories and drawing conclusions. The results of the systematic analysis of the literature review show that the interaction between personality, experience, and managerial ability is crucial in shaping managerial effectiveness. Personality traits form the basic framework, while experience refines practical application and managerial ability drives performance adaptation.

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1. INTRODUCTION

In the midst of globalization and increasingly fierce competition, organizations in various parts of the world face increasingly complex and changing challenges. The success of an organization does not solely depend on the products or services offered, but also on the quality of management implemented. Managerial effectiveness is one of the key aspects that affect overall organizational performance.

Managerial effectiveness is closely related to the manager's ability to manage various resources such as human, financial, and operational. Effective managers are able to develop the right strategy, convey the organization's vision and mission clearly, and guide the team to achieve the set targets. In

this context, managerial effectiveness is not only measured based on the end result, but also the process used to achieve it. Competent managers are able to adapt to change, overcome challenges, and take advantage of opportunities.

One of the reasons managerial effectiveness is important is its effect on employee performance. Effective managers can create a conducive work environment, where employees feel valued and motivated to give their best performance. When employees feel supported by their managers, they tend to be more loyal and committed to the organization, which in turn helps reduce turnover rates as well as recruitment and training costs. In addition, managerial effectiveness is also an important driver for innovation in organizations. Managers who

are able to encourage a culture of innovation provide space for employees to share ideas and contribute to the development of new products or services. In the midst of rapid changes in the business world, the ability to continuously innovate is key to maintaining competitiveness.

Effective managers not only manage teams, but also become leaders who inspire and encourage creativity. However, the journey to managerial effectiveness is not without its challenges. Managers are often faced with the pressure of meeting high targets, leading diverse teams and adjusting to rapid change. Therefore, understanding the elements that influence managerial effectiveness is very important, in this systematic literature review aimed to determine the important factors that can affect managerial effectiveness based on empirical

research.

The research question in this systematic literature review is, what are the important factors in achieving managerial effectiveness of a company or organization?

2. RESEARCH METHODS

The research approach used in this article is to use a systematic literature review approach, on 5 (five) scientific articles published in reputable international journals with the stages of searching for journals in databest connected papers online, then selecting and categorizing themes, comparing, synthesizing theories and ending with drawing conclusions.

The protocol prism or literature review flowchart process can be seen in the following figure.

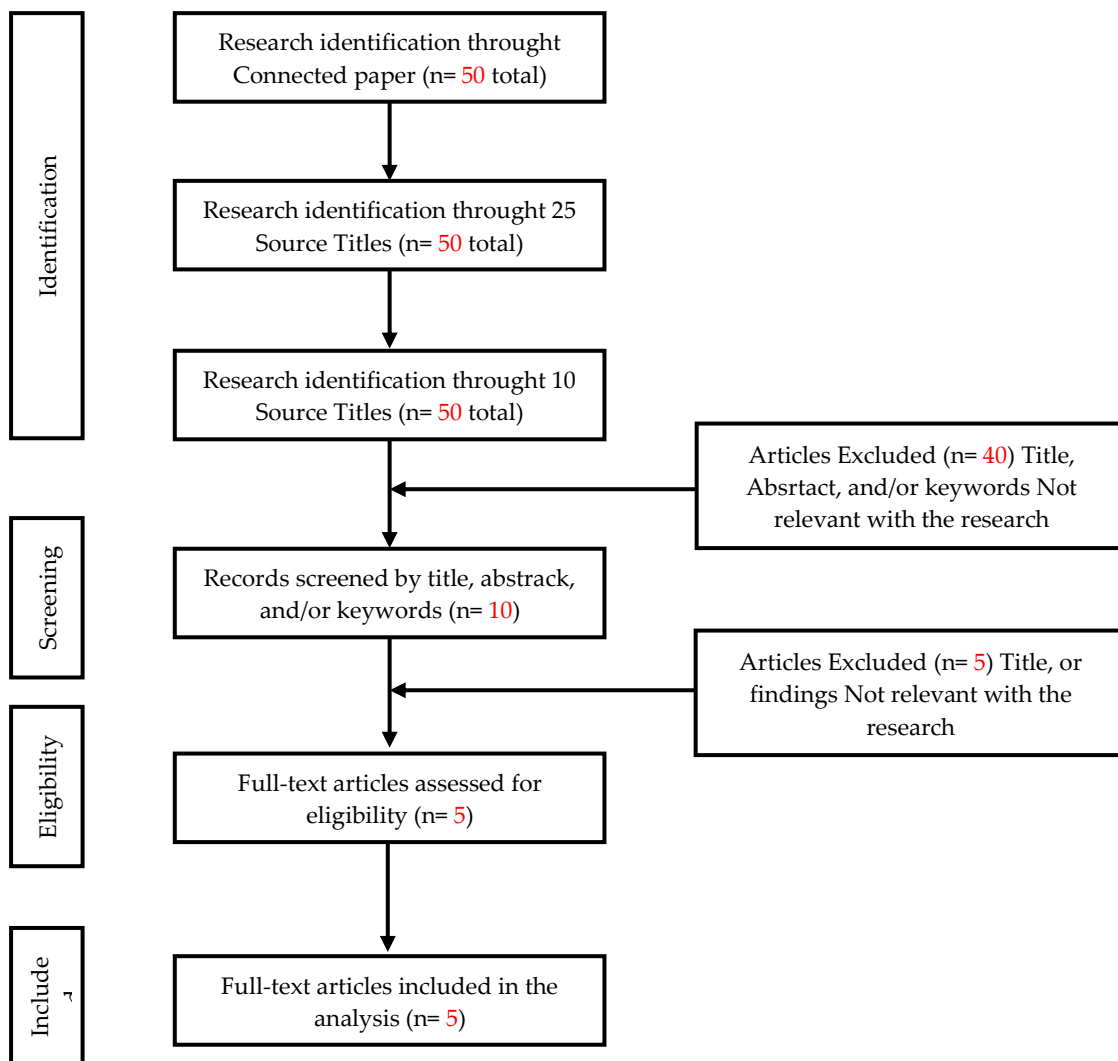


Figure 1. Literature Review Flowchart

3. RESULTS AND DISCUSSION

Based on the search for scientific articles using connected papers published in

reputable international journals, 5 scientific articles were obtained with the following themes and details.

Table 1. Scientific Articles from Reputable International Journals

No	Topic/Keyword	Author	Methods	Year	Publisher
1	Managerial Effectiveness, Leadership Style, Islamic Work Ethics	[1]	Quantitative	2020	Emerald Publishing Limited
2	Managerial effectiveness, managerial role, managerial work, manager.	[2]	Quantitative	2018	Vilnius University Press
3	Managerial traits; managerial overconfidence; corporate innovation; institutional effectiveness; sustainable development; developing countries	[3]	Quantitative	2023	MDPI
4	Managerial effectiveness, Training, SMEs	[4]	Quantitative	2023	Emerald Publishing Limited
5	Dynamic managerial capability, Export performance, international opportunity identification	[5]	Quantitative	2019	Emerald Publishing Limited

Source: The Results of The Analysis from The Primary Data Source

Based on the review of the five articles above, the results of the review can be presented as follows:

a. Leadership Styles and Managerial Effectiveness

[1] investigated the relationship between leadership styles and managerial effectiveness, highlighting the mediating role of Islamic work ethics. The study showed that transformational and transactional leadership styles significantly affect managerial effectiveness. Notably, Islamic work ethics enhanced the effect of transactional leadership. This research contributes to understanding the role of leadership in fostering managerial capabilities in a specific cultural context.

b. Organizational Culture and Managerial Effectiveness

[6] examined the impact of organizational culture on managerial effectiveness in higher education institutions. The findings revealed a strong positive relationship between cultural alignment and managerial capabilities, especially in improving

employee engagement and retention. This research underscores the strategic role of cultural dimensions in improving managerial performance.

c. Managerial Roles in SMEs

[2] investigated the influence of managerial roles on perceived managerial effectiveness in Lithuanian SMEs. The study identified traditional and new roles (e.g., analyzer, representative, and liaison) as significant contributors to effective managerial performance. Their findings demonstrate the adaptability of managerial roles to organizational context.

d. Personality and Managerial Effectiveness

Personality traits, especially those covered in the Big Five framework, have been shown to significantly influence managerial behavior and stress management. Neuroticism is associated with higher stress levels, which may interfere with managerial decision-making, while traits such as conscientiousness and openness are positively

correlated with effective leadership and adaptability in complex organizational environments [7]. In addition, certain personality dimensions, such as excessive managerial self-confidence, play an important role in driving innovative decisions, which are critical for organizational competitiveness [3].

e. Experience and Managerial Effectiveness

Experience is critical in shaping managerial efficacy by contributing to the development of practical knowledge and situational judgment. Various studies highlight the impact of managerial training programs in improving managerial performance, particularly in small and medium-sized enterprises. The accessibility and content of training programs have been shown to significantly enhance managerial capabilities, thereby improving managerial outcomes [4]. However, the frequency and efficiency of training sessions may not directly affect effectiveness, which suggests

that quality overrides quantity in development initiatives.

f. Managerial Capability and Its Dynamic Role

Experience is critical in shaping managerial efficacy by contributing to the development of practical knowledge and situational judgment. Various studies highlight the impact of managerial training programs in improving managerial performance, particularly in small and medium-sized enterprises. The accessibility and content of training programs have been shown to significantly enhance managerial capabilities, thereby improving managerial outcomes [4]. However, the frequency and efficiency of training sessions may not directly affect effectiveness, which suggests that quality overrides quantity in development initiatives.

From the discussion of the review above, a conceptual model for managerial effectiveness can be developed, which is as follows.

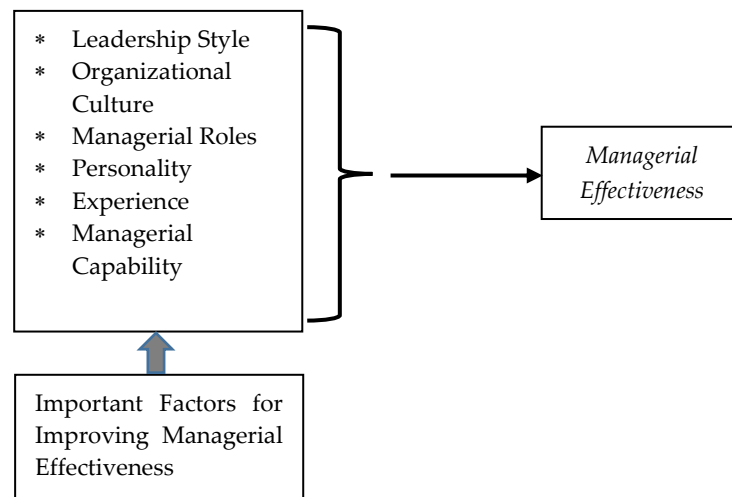


Figure 2. New Conceptual Model for Managerial Effectiveness

4. CONCLUSION

The interaction between personality, experience and managerial ability is crucial in shaping managerial effectiveness. Personality traits form the basic framework, while experience refines practical application and

managerial ability drives performance adaptation. The cumulative influence of these factors suggests that organizations should adopt an integrated strategy that develops personality-aligned training, enhances experiential learning, and builds dynamic

managerial capabilities to optimize managerial effectiveness.

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