

# Management Leadership Transition From Covid Period to New Normal

Kelmar Hulender<sup>1</sup>, Putkei Zeppanos<sup>1</sup>

<sup>1</sup>Management and Leadership Study, Budapest Metropolitan University, Hungary

## Abstract

The purpose of this article is to find out the condition of the management leadership transition from the Covid period to the New Normal. The leadership model needed in times of crisis is a specific leadership model, because crisis conditions can separate effective leaders from ineffective leaders so that the handling of crisis conditions will also only be effectively carried out by leaders with a certain set of qualifications and characteristics. It takes expertise in management leadership so that it can survive in crisis conditions.

**Keywords:** Management Leadership, New Normal, Covid-19

Received: November 9, 2021

Revised: December 13, 2021

Accepted: December 19, 2021

---

## Introduction

The coronavirus shock of 2020 is one of the most severe disasters hitting businesses and employees. Employees incur mental expenses as a result of mortality crises. The human resource literature has underlined the importance of corporations motivating and increasing employee happiness. This concept is particularly pertinent during times of crisis. Thus, good leadership during a lengthy crisis is critical for an organization's physical, psychological, and emotional resilience. Faced with the uncertainties and growing intensity of the corona virus epidemic, many schools, colleges, and institutions throughout Indonesia are making deliberate decisions to switch to distance or online learning. The coronavirus epidemic is unprecedented in the business world, requiring enterprises worldwide to require millions of workers to work from home in order to plan and adjust work designs to (flexible) conditions.

Leadership management is a type of organizational talent that involves both management and leadership abilities (Kraus & Wilson, 2014). In general, it may be defined as the capacity to manage an organization effectively and efficiently, as well as the ability to lead, direct, and motivate others. Individuals who perform both leadership and management tasks in an organization are often managers or the company's primary leaders.

Management is a method that enables an organization to accomplish its objectives effectively and efficiently (Damij & Damij, 2014). This aim is accomplished through the development of organizational strategies, the establishment of organizational structures, and the mobilization of all available resources. Additionally, all procedures are monitored to ensure that everyone is progressing in the right direction. Manager is a title given to persons that facilitate each of the aforementioned procedures. Indeed summarizes the five managerial functions as follows: Setting and achieving objectives is the fundamental approach for a manager to achieve and sustain success. This manner, everyone in the team will find it easy to collaborate because they share a same vision and ultimate objective.

Each sort of labor is evaluated and divided into more precise assignments by a manager. The management then effectively allocates each of these duties to a selected team or individual. Additionally, organizing entails a network of interactions between individual employees and departments inside the business. Thus, managers are accountable for ensuring that employees

inside and across departments collaborate effectively. A competent manager is adept at developing interpersonal ties with their team members and is capable of resolving issues that arise over the course of their work (Kelly et al., 2002).

Managers are also required by organizations to develop authority relationships among team members. Optimizing organizational structure may aid in increasing a company's market value, lowering operating expenses, and, of course, increasing productivity.

Apart from coordinating and allocating duties, encouraging employees is another aspect of management. Motivating oneself is the ability to comprehend various personality types in order to galvanize each team member into focusing on a common objective. Managers must establish objectives or key performance indicators for their teams and then devise a method for determining if their teams are on track. Thus, appraisal is critical for optimizing corporate performance. However, it may be challenging to develop a really uniform method for measuring performance. As a result, a manager's ability to think creatively and prudently while evaluating his team members is critical.

Along with driving their teams toward objectives and monitoring their progress along the way, effective managers are also active in developing their employees. They are accountable for coaching their teammates by assisting them in identifying their teammates' strengths and weaknesses. Managers can then work with a team to assist them in setting career objectives inside the firm. To properly perform these five management duties, a manager must possess strong leadership abilities.

Leadership is the process through which an individual directs, guides, and influences the behavior and work of others in order to accomplish objectives (Quintana et al., 2014). Additionally, leadership is the capacity of an individual in a managerial position to encourage or motivate his subordinates to work confidently. To accomplish all of this, an individual in a leadership management position must possess the following characteristics and leadership abilities: (1) Communication; (2) Motivation; (3) Active listening; (4) Business storytelling; (5) Obvious; (6) Persuasion; (7) Delegating; (8) Time management; (9) Evaluation; and (10) Accountability.

Effective management requires leadership as a strategic component. As a critical component of management, leadership abilities will center on fostering an atmosphere conducive to advancement and excellence (Swensen et al., 2016). Leaders must be able to apply their abilities to create a vision for the future and persuade organizational members to work toward achieving that goal.

### **The Urgency of Leadership Management**

The following eight points illustrate the critical nature of leadership and the figure of effective leadership: (1) Leadership is necessary to ensure that life is ordered, that justice is served, and that the powerful do not oppress the weak; (2) Leadership is a link manifested in the form of power that guides potentials in a harmonious manner and ensures that employees work in accordance with the institution's work plan and their future images; (3) Encourage positive conduct and eradicate unpleasant aspects of life. In this case, the leader acts as the captain of the ship; (4) Managing all work problems and developing the necessary plans to resolve them; (5) Adapting to changes in the environment and capitalizing on them for the benefit of the organization; (6) Developing an integrated strategy in a dynamic process of moving toward a noble goal; (7) Developing, training, and maintaining members; and (8) Restoring life balance

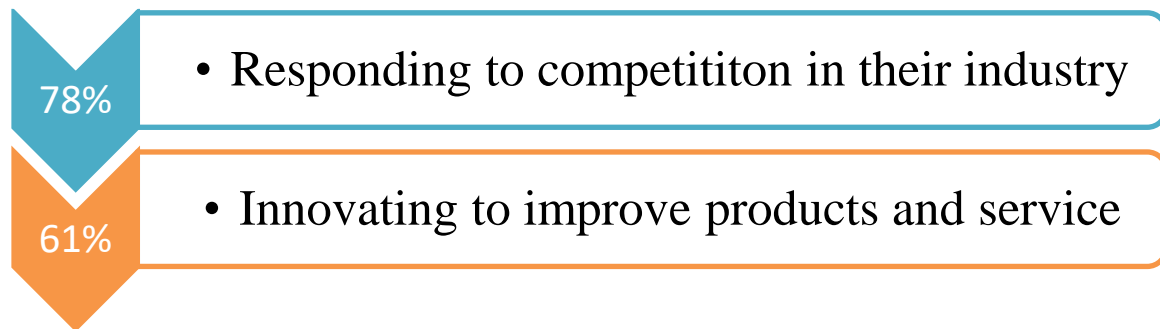


Figure 1. Leadership Trend

Entrepreneurial leadership is leadership that is founded on entrepreneurship; (1) Sincere leadership. Entrepreneurial leadership is true leadership, defined as leadership that is motivated by one's principles, values, and a distinct personal leadership philosophy; (2) Perpetual invention. Entrepreneurs are innovators who seek to address societal and employee challenges; (3) Achievement-based leadership. Entrepreneurial leadership is defined as leadership that is motivated and drawn by a desire to accomplish a goal; (4) Take action. An entrepreneur is not only a dreamer; he strives to make his dream a reality; (5) Risk taker. Entrepreneurs are risk takers who understand that business is a high-risk endeavor; (6) The desire for autonomy. Autonomy is one of the defining characteristics of entrepreneurial leadership; (7) Internal locus control. The word locus control refers to views about the location (locus) in which an individual chooses his or her fate, success, or failure in accomplishing his or her goals.

The management function was coined by a French manufacturer in the early twentieth century when he listed five management functions, including the following: (1) Planning or planning is the process of determining what will be done with the resources available. (2) Organizing is carried out with the intention of splitting a major action into activities that divide a large activity into smaller tasks. (3) directing is an action that ensures that all group members strive to achieve the group's goals in accordance with managerial planning and organizational efforts; (4) evaluating is the process of monitoring and controlling the company's performance to ensure that the company's operations follow the predetermined plan.

A leader must be able to envision what he desires, the condition of society to which he aspires, and the goals that he and his supporters wish to accomplish in the future. Thus, a vision that motivates leaders and followers to take action in the direction of the future. They are motivated, encouraged, and energized by visions that motivate, encourage, and energize them to effect change.

Leaders create organizational culture; organizational culture is the set of norms, values, assumptions, and organizational philosophy formed by organizational leaders and implemented in organizational members' behavior. A leader's primary responsibility is to unify followers and motivate them to accomplish corporate goals. Each member of the organization, regardless of their role, must contribute to the achievement of organizational goals. They are hired to make the greatest possible contribution to the organization's goal alignment and progress toward those objectives.

A leader is a change agent who is always seeking to effect change. A leader an intellectual individual who is capable of creating a breakthrough (breakthrough), so transcending the past and paving the way for a brighter future. According to the majority of leadership theories, a leader's job and responsibility is to motivate himself and his followers. Empower is a term that refers to the ability to enable, allow, or authorize, whether on one's own initiative or by the

actions of others. Empowerment is the act of acquiring, growing, and expanding power via cooperation, sharing, and collaboration for agents of social change.

A leader is a representative of the social rank or organization to which he or she belongs. He serves as a symbol, a face, and a figure for the social system he governs. The look, attitude, and actions of the social system's leader represent the social system. Leaders must lead followers who differ in terms of origin, colour, religion, education, gender, culture, and experience. If the leader is unable to unify them, this scenario might devolve into conflict. Additionally, disputes can arise between leaders and their followers, as well as between organizations and individuals or other organizations. If this dispute is not managed effectively from the outset, it can deteriorate into a harmful conflict that impedes the implementation of organizational operations and members' performance in order to fulfill organizational goals. The leader serves as a conflict manager, whose job it is to handle arising disputes. The leader is responsible for consistently improving the organization and its members so that they can adapt to the changing needs of the community they serve. The phrase "learning organization" refers to an organization that is 40 years old and is still learning.

### **Adaptation of Leaders During the Pandemic**

It is necessary to confront the current situation, which is fraught with obvious ambiguity. So, as a leader, what are your responsibilities? particularly those that are now too concerned with human resources. Empowering team ideas and initiatives is critical, since time is short and knowledge is few owing to the present state of uncertainty. Don't forget to maintain the company's spirit. Nothing is impossible and nothing closes off fresh possibilities.

Businesses must be receptive to employees in this uncertain environment. All firm information will be distributed to workers via human resources. A human resources professional must possess the ability to instill a sense of purpose in employees. And seasoning information from the company's strategic management in order to arouse enthusiasm is acceptable as long as it is not excessive and has a positive effect on both parties. There are some things that employees must know, and knowledge should be delivered selectively. Each company's handling of its employees is undoubtedly unique.

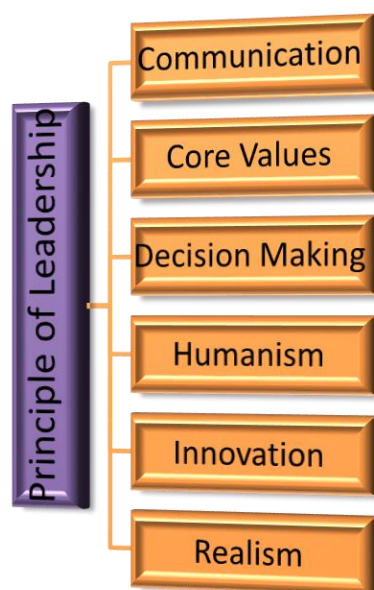


Figure 1. Principle of Leadership Adaptation in New Normal

Professional or leader has sparked employee excitement by instilling the company's vision, producing fresh ideas, and attempting to be transparent. Additionally, develop positive relationships with staff. Put yourself in their shoes. Collaborate with them and assign critical roles to the idea owner. Don't forget to recognize the owner of the concept with a present in recognition of his accomplishment. This will eventually result in increased employee loyalty, which will boost the company's feedback. Of certainly, the organization will continue to thrive throughout this epidemic and will be able to mature.

Today, productivity is the primary concern. Where the change has occurred. Normally, work and conversations regarding objectives are conducted offline; nevertheless, we now need to have meetings online. Where employees were expected to report to work in the morning and return home at night, they began working from home, or what we often refer to as work from home. Then how can the degree of production and success of the company's objectives be measured when attendance can no longer be tracked? The solution is to implement online absence tracking and reporting. Reprime is a time and attendance system for employees that utilizes cutting-edge facial recognition technology.

### **Work Effectiveness**

Effectiveness derives from the word effective, which indicates that a work is considered to be effective if it produces output and is done on time in accordance with a set schedule. Effectiveness is defined as the precision with which personnel carry out their assigned tasks in line with the established objectives (Kozlowski & Ilgen, 2006). The efficacy of work is defined as the fulfillment of tasks within a certain time frame (Grunert & Bodner, 2011). As a consequence, job effectiveness may be defined as the precision with which employees carry out their assigned tasks in accordance with established deadlines and objectives, both in terms of time and outcomes. Three factors are used to determine the efficacy of work: work quantity, work quality, and time usage.

### **Transactional Leadership Style**

A transactional leadership style is one in which the leader's activity is confined to simple exchanges with followers (Judge & Piccolo, 2004). Management in this leadership style is more traditional, since it clarifies subordinates' roles, providing 1598.

Goals are met and corrective action when goals are missed, and it entails close monitoring of organizational members in order to swiftly discover areas for improvement and take remedial action. To summarize, transactional leadership style is defined as a leader's conduct aimed at increasing follower motivation, which is confined to the exchange of a reward system, rewarding when objectives are met and correcting when goals are not met. There are three perspectives on contingent reward. transactional leadership, active exception management, and passive exception management.

### **Transformational Leadership Style**

Transformational leadership is a process in which an individual connects with people and builds relationships in order to raise both the motivation and morals of leaders and followers (Wang & Howell, 2012). The transformational leadership style stimulates the mind, responds to the needs of the individual, and inspires followers to rise above themselves in pursuit of a shared objective (Mittal & Dhar, 2015). Transformational leadership happens when leaders broaden and develop employee interests, raise understanding and acceptance of the group's goals or purpose, and step beyond their own self-interest for the group's benefit. It can be concluded that transformational leadership style is a process in which a person engages with

others to build connections in order to increase motivation and morality. This is accomplished by increasing interest, paying attention to individual needs, either feelings or emotions of followers, and encouraging them to grow and develop in order to accomplish goals and exceed their own interests. Four behavioral components can be used to identify or quantify transformational leadership style.

## Conclusion

Leadership management is a type of organizational talent that involves both management and leadership abilities. Managers are accountable for ensuring that employees inside and across departments collaborate effectively. Optimizing organizational structure may aid in increasing a company's market value, lowering operating expenses, and, of course, increasing productivity. Managers are accountable for coaching their teammates by identifying their teammates' strengths and weaknesses. Managers can then work with a team to assist them in setting career objectives inside the firm. To properly perform these five management duties, a manager must possess strong leadership abilities. Entrepreneurial leadership is defined as leadership that is motivated and drawn by a desire to accomplish a goal. Entrepreneurs are risk takers who understand that business is a high-risk endeavor. A leader's primary responsibility is to unify followers and motivate them to accomplish corporate goals. A leader is a representative of the social rank or organization to which he or she belongs. He serves as a symbol, a face, and a figure for the social system he governs. The leader is responsible for improving the organization and its members so that they can adapt to the changing needs of the community. An HR professional or leader has sparked employee excitement by instilling the company's vision, producing fresh ideas, and attempting to be transparent. Develop positive relationships with staff and assign critical roles to the idea owners. This will eventually result in increased employee loyalty, which will boost feedback. Transformational leadership is a process in which an individual connects with people and builds relationships in order to raise both the motivation and morals of leaders and followers. The transformational leadership style stimulates the mind, responds to the needs of the individual, and inspires followers to rise above themselves.

## References

- Damij, N., & Damij, T. (2014). Process management. *A Multi-disciplinary Guide*. Springer
- Grunert, M. L., & Bodner, G. M. (2011). Finding fulfillment: women's self-efficacy beliefs and career choices in chemistry. *Chemistry education research and practice*, 12(4), 420-426.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, 89(5), 755.
- Kelly, M. J., Schaan, J. L., & Joncas, H. (2002). Managing alliance relationships: Key challenges in the early stages of collaboration. *R&D Management*, 32(1), 11-22.
- Kozlowski, S. W., & Ilgen, D. R. (2006). Enhancing the effectiveness of work groups and teams. *Psychological science in the public interest*, 7(3), 77-124.
- Kraus, A. J., & Wilson, C. N. (2014). Leadership development for organizational success. *Society for Industrial and Organizational Psychology*, 1-9.
- Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity: mediating role of creative self-efficacy and moderating role of knowledge sharing. *Management Decision*.

- Quintana, C. D. D., Ruiz, J. G. M., & Vila, L. E. (2014). Competencies which shape leadership. *International Journal of Manpower*.
- Swensen, S., Gorringer, G., Caviness, J., & Peters, D. (2016). Leadership by design: intentional organization development of physician leaders. *Journal of Management Development*.
- Wang, X. H. F., & Howell, J. M. (2012). A multilevel study of transformational leadership, identification, and follower outcomes. *The Leadership Quarterly*, 23(5), 775-790