



Interpersonal Skills and the Impact of Managerial Performance through Organizational Commitments

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Abstract: The purpose of this study is to discuss and explain the impact of interpersonal skills on managerial performance, the impact of commitment on managerial performance, and the influence of interpersonal skills on managerial performance through organizational commitment. This research was a quantitative study by discussing explanations to examine the correlation between all variables. Also, data collection techniques were through questionnaires which then analyzed using path analysis with the assistance amos version 22 managerial software. Organizational commitment is not the exact variable to mediate the correlation between interpersonal skills and managerial performance. Interpersonal skills variable on organizational commitment and managerial performance explain organizational commitment variables that mediate the correlation between interpersonal skills variables on managerial performance variables. It can be found an important role as interpersonal skills as the very basic things that must be owned by managers to create harmony in doing the interactions with all members of the organization to achieve the goals that have been carried out together with the main outcome is to improve managerial performance.

Keywords: Interpersonal skills, organizational commitment, managerial performance.
JEL Classification Code: A10, B40, C10.

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INTRODUCTION

The field of management has grown rapidly and provided many new perspectives. Management is generally defined as how to achieve goals and complete work using other people. [1] argues that the success of a manager depends a lot on his ability to play a role in the complexity of the organization as a broad-minded and sharp person. Successful managers, according to him who have natural abilities and trained to understand the real behavior of employees and can explore their potential. This illustrates the requirements as a successful manager one of which can interact socially with the skills to manage the situation properly.

The topic of managerial skills from the beginning attracted many scientists and

practitioners. Their focus is usually at the level of strategic management because it has been empirically confirmed by many researchers that strategic managers as the important and vital resource for a company's success because of their significant influence on strategic decisions on overall organizational success. Researchers have found many findings that prove that a manager with high skills is the main determinant of achievement of the organization's mission including [2-5]. Thus it can be believed that high managerial performance is determined by effective managers, those who have the skills to socialize and communicate through effective messages to the people around them. Managers who have skills are needed so that organizational management can take place effectively and efficiently [6]. An effective manager must have a set of skills that are developed in all

aspects of the organization, started with planning activities, delegation, effective communication, and the ability to motivate employees. It can be created so the complexity of achieving organizational goals to continue to grow and progress will be a major concern [7].

Some researchers' results publish findings included [8] which proves that managerial skills have a direct correlation with organizational performance. Earlier [9] explained earlier the results of their research that managerial skills are important and fundamental for optimizing managerial performance and overall organizational performance. Even [10] firmly stated that company performance is influenced by the special skills of managers who are elaborated in such a way as to complement each other in the organization. The ability of mobilization is needed for a leader, able to develop work well, and his main focus is on developing human resources.

Changes that are accompanied by increasing contributions of human resources to encourage the effectiveness of organizational performance are essential today. Efforts to achieve organizational performance that is increasingly in line with expectations must be well supported by personnel who have added value through the use of appropriate expertise and skills. This certainly not only relates to employees of the operational section but reaches the managerial level.

Interpersonal skills are something strategic at work, especially at the managerial level. That is why it is often said that the most essential thing in leading others is how a leader is skilled in dealing with others. A manager's success can be well determined by his interpersonal skills [11] will also make leadership more effective [12]. Related to this it has been clearly stated by [13] that the main skills needed by managers for the success of their leadership are interpersonal.

Several studies illustrate that interpersonal skills are indeed needed and contributed to managerial performance, but the quality of interaction in implementing these skills is also determined by organizational commitment. Because managers sometimes devote more time to interacting and communicating with subordinates and others including with company owners [14]; [15]. In many cases, it can be observed that interpersonal skills are not enough to improve performance without being supported by good organizational commitment. A manager can just ignore his duties if he does not have a sense of pride and high commitment to move his subordinates and ultimately have an impact on the overall decline in

organizational performance. This is what usually causes why most people prefer to work for "fun fools" rather than working with "competent but jerk" [16].

This study will examine the direct and indirect effects of interpersonal skills on managerial performance through organizational commitment. The object under study is the manager of a BUMdes which is a business institution as well as a social server to meet the needs of the community in the village. As an umbrella for the business units in the village, often the entrusted manager is not selected based on managerial competence but is based on formalistic needs to meet the demands of government regulations through the Village Law [17].

LITERATURE REVIEW

Interpersonal Skill

The field of management especially concerning managerial has developed a lot of models that provide space to understand the essence of the work of a manager. Some models emphasize managerial functions such as planning, controlling, and coordinating. Other models focus on managerial roles related to behaviors that match expectations, then some models further highlight managerial skills such as communication skills, technical skills, and decision-making skills [18]. But in general, people agree that the essence of managers has three main interrelated roles namely interpersonal, information, and decision [13].

Interpersonal roles involve manager skills to motivate employees, generate and maintain productive correlations with various stakeholders, both within the company's internal environment and in the wider external environment [11, 19, 20]. Interpersonal skills help managers work with, communicate effectively to lead individuals and groups. Interpersonal skills possessed by a manager will be able to help in effective communication for each member of the organization. Managerial interpersonal skills can be defined as competencies that help managers understand, communicate, motivate, and influence others, and resolve conflicts directed at achieving organizational goals [21].

Today, the main focus of scientific studies relating to organizational leader communication refers to three dimensions including how to use influential language so that followers can be motivated, the contents of the message being communicated are in the area of vision and goals of the organization, and how to use appropriate means to convey messages to organization member. With how to communicate so that subordinates can be motivated at work, the choice of words or language

used is important to note so as not to cause mutually interpreting subordinates. This is important to be concerned because if the choice of words used is not right will cause in the emergence of subordinates' confidence in the achievement of organizational goals, it can even occur causing a decrease in work motivation in their work activities. Good communication from the leader will reduce uncertainty and surely will lead to increased motivation and this will ultimately lead to better performance.

The way to communicate for a leader is a tool that can help to move subordinates so that they can work together to do what must be done in their work to achieve the goals set by the organization. Some things that are contained in the communication of leaders such as the existence of clear goals, meaning of the job, and give confidence to employees for the support of leaders to take action in their work [22], offer a so-called process of strengthening the frame as an important step, namely that every leader must be able to frame the message conveyed with values and goals that can inspire subordinates to take part in their work. Therefore, leadership communication must contain the vision, mission, and goals of the organization including all aspects related to the achievement of goals so that it gives birth to a positive response, builds strong motivation, and is born a comprehensive synergy.

In the literature found a lot of explanations about interpersonal skills, where one another reinforces one another. One of them is what was stated by [23] that interpersonal skills are terms related to social skills, social competence, social skills, face-to-face skills, and soft skills. Furthermore, social skills have two main perspectives, namely the views of [24] which are called nature-based approaches where interpersonal skills are placed as the main characteristics of a personality that can last a long time and are related to other individual variables such as empathy and extraversion [25, 26]. The next perspective is social skills are characterized as a behavior that is specific to the learning outcomes and is heavily contributed by the environment and other situational factors [27, 28].

Interpersonal skills are one of the variables that determine the ability of leaders to distribute the vision, mission, and goals of the organization to its subordinates. Several studies show that interpersonal skills can increase the ability of top managers [29], which can be achieved if leaders have high social skills [28]. Interpersonal communication skills also enhance organizational commitment so managers must develop their ability to direct subordinates in achieving organizational

goals [30, 31].

Organizational Commitment

Every organization needs people who are willing to devote themselves totally to the interests of the organization [32]. Explains that organizational commitment is strong confidence and an attitude to sincerely accept the burden of responsibility for the goals and values of the organization; the willingness to put all power into the organization; and a strong desire to continue working with the organization. So important is an organizational commitment that it is said to be the core of human resource management, related to how employees interact with their organizations, and is a relative strength of identification and involvement of individuals in the organization [33,34]. This confirms that organizational commitment as a desire born from within employees to remain committed and loyal to the organization.

In general, the many definitions that put forward the idea of employees with strong organizational commitment are workers willing to devote themselves to the organization [35] there is a consistency of intent to remain in a stronger organization, compared to employees who have weaker commitments [36]. Related to organizational commitment, there are already known several models that describe it well. One that is widely known as "Three-Component Model" (TCM) [37]. Meyer and Allen stated the dimensions of organizational commitment include three components, namely "affective commitment, sustainability commitment, and normative commitment". They further explained that "affective commitment" is related to the existence of an inner bond between employees and the organization, while "sustainability commitment" is a perception of the price that employees must pay due to their decision to leave the organization, and finally "normative commitment" is a level of confidence in the sense the responsibility of the employees to stay together in the organization.

Managerial Performance

According to [38], the performance chain is useful because it contains some factors that show a systematic correlation, which can diagnose and provide solutions for performance improvement. Furthermore, according to [39] factors that can affect performance include competencies (abilities), job will, strength, technology, compensation, leadership, clarity of purpose, and security [40], explains that performance is supported directly by (1), individual factors namely ability and expertise, demographics, and family background. (2) Psychological factors include perspective, attitude, personality, learning, and motivation. (3)

Organizational factors, namely leadership, resources, structure, rewards, and job design.

Davis & Newstrom, [41] compile a formula of performance that is $E \times A = P$. This means that the performance is equal to the product of effort and ability. This formulation illustrates that a person will have good performance will very much depend on the efforts made to utilize the capabilities he has. In line with this formulation [42], put forward what is called functional formulation of performance by stating that performance is a function of ability, opportunity, and motivation.

Performance is also defined as work results that refer to the achievement of organizational goals and are measured based on a consistent and comprehensive performance appraisal system. [43] put forward their findings that low managerial performance is not only sourced from inadequate resources, but the most prominent cause of the lack of motivation of employees comes from coworkers, managers, and work rules which unsupportive. The things that are revealed show that one of the factors that support managerial performance and organizational performance is managerial skills. In

today's competitive business world, organizations need high-performing employees to achieve their goals and to achieve a competitive advantage. At this point, according to [16], it is highly recommended that managers can describe the expected performance of the organization so that employees can recognize the expectations that the organization wants to achieve.

CONCEPTUAL FRAMEWORK

Performance becomes an important goal of human resource management because every effort made by management in the organization is all directed so that performance is the final output as expected in achieving organizational goals. Performance is not a stand-alone variable but functional of the many variables that have been studied for years. This study was designed within the conceptual framework of organizational behavior theory which aims to reveal the direct influence of interpersonal skill variables on managerial performance and its indirect influence through leadership variables. The conceptual framework of the study is illustrated below.

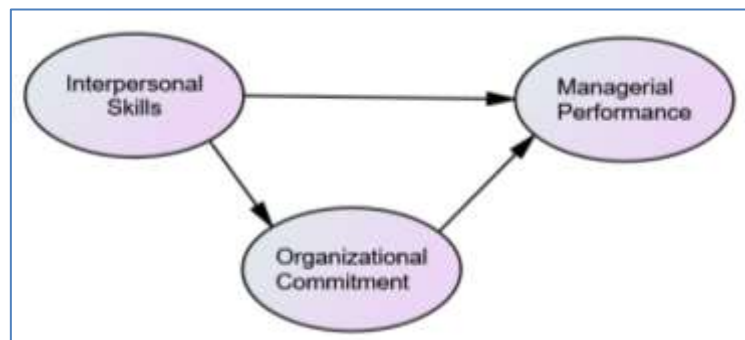


Fig-1: Research Conceptual Framework

HYPOTHESIS

1. Interpersonal skills significantly influence the managerial performance of BUMDes managers.
2. Organizational commitment has a significant effect on the managerial performance of BUMDes managers.
3. Interpersonal skills significantly influence the managerial performance of BUMDes managers through organizational commitment.

METHOD

Types of Research

This research was a quantitative study that allows us to measure the correlation and influence of independent variables on the dependent variable. This research was explanatory which intended to examine the influence between variables; also, this

study was correlational because it examined the correlations of the variables studied. The research location was in Takalar Regency, South Sulawesi Province with the main object being the manager of BUMDes.

Population and Sample

BUMDes Manager in Takalar Regency is the research population, where the number of BUMDes business entities were 76 units. Total population, namely all BUMDes managers were 228 people. Questionnaires were sent to all BUMDes managers but because there were 6 BUMDes located in the island area and difficult to reach which meant 18 BUMDes managers were excluded so that only 210 Questionnaires were distributed. The number of questionnaires that were returned was 208 and only 200 of them could be processed further. The total sample of 200 people had met the requirements for

further steps.

DATA ANALYSIS

The data that had been obtained is then processed by analyzing the structural equation model (SEM). This analysis allowed researchers to explain and its efficiency of statistical analysis [44]. Processing data used the AMOS Version 22.0.0 program; the testing steps included Confirmatory Factor Analysis (CFA), the initial SEM test, and the final SEM test.

RESEARCH FINDINGS

CFA Exogenous Variable Interpersonal Skills

The indicators tested were four main indicators namely communication ability (X11), ability to motivate (X12), ability to influence others (X13), and ability to resolve conflict (X14). The

results of the construct test of interpersonal skills already fulfilled good criteria as the indicators: The Chi-square=1,880 (fulfilled), probability = 0,170 (fulfilled), AGFI =0.95 (fulfilled), CMIN/DF =1,880 (fulfilled), GFI =0,953 (fulfilled), CFI = 0,968 (fulfilled), TLI =0,995 (fulfilled), and RMSEA =0,066 (fulfilled).

Data processing results shows that all the specified criteria produce good values so that the model can be accepted. Evaluation models all indicate values above critical values. This means that the model that is compiled is based on the data and can be continued by testing the suitability of the model. Indicators that can be used as factors forming interpersonal skills variables can be shown from the loading factor value or each indicator presented in Table 1 below.

Table-1: Loading Factors Indicator Variables Interpersonal Skills

Variables Interpersonal Skills						
Indicator	Estimate	Standardized	S.E.	C.R.	P	Information
X11	1,000	0,549	-	-	-	-
X12	1,055	0,490	0,178	5,944	***	Significant
X13	1,651	0,769	0,295	5,597	***	Significant
X14	1,420	0,663	0,245	5,793	***	Significant

Data Processing Results

The loading factor values of each indicator entirely indicated a significant value indicating all indicators precisely measure the latent variable. Therefore, all indicators are appropriate to be included in the model for interpersonal skills variables.

square=3,031 (fulfilled), probability = 0,695 (fulfilled), AGFI =0,982 (fulfilled), CMIN/DF =0,606 (fulfilled), GFI =0,964 (fulfilled), CFI = 1,000 (fulfilled), TLI =1,018 (fulfilled), and RMSEA =0,000 (fulfilled).

CFA Variable Organizational Commitment

There are five indicators used to measure the variable of organizational commitment, namely willingness to accept responsibility (Y11), willingness to accept organizational values (Y12), willingness to direct all power to the organization (Y13), strong desire to keep working in the organization (Y14), and mental loyalty to the organization (Y15). The construct test results of the interpersonal skills variable already fulfilled good model criteria with the indicators: The Chi-

The results of testing the organizational commitment variable models show that all the specified criteria produce good grades so that the model is acceptable. Evaluation of the model as a whole produces a value above the critical value which means it has been based on data, which means that the suitability of the model can be tested. Indicators that can be used as factors forming organizational commitment variables can be shown from the loading factor value or each indicator presented in Table 2 below.

Table-2: Loading Indicator Factors for Organizational Commitment Variable

Variables Organizational Commitment						
Indicator	Estimate	Standardized	S.E.	C.R.	P	Information
Y11	1,000	0,714	-	-	-	-
Y12	0,890	0,715	0,110	8,067	***	Significant
Y13	0,886	0,689	0,112	7,883	***	Significant
Y14	0,818	0,595	0,116	7,033	***	Significant
Y15	0,527	0,437	0,099	5,322	***	Significant

Source: Data processing results

Taking into account the results of data processing, the loading factor value of each indicator is found to have significant value so that all indicators are said to be significant in forming their latent variables. Therefore, all indicators are feasible to be included in the model for organizational commitment variables.

CFA Managerial Performance Variable

The indicators used to measure managerial performance variables are the ability to plan work (Z11), the ability to coordinate work (Z12), the ability to evaluate work (Z13), the ability to do job supervision (Z14), and the ability to negotiate (Z15). The construct test results of the interpersonal skills variable already fulfilled good model criteria with

the indicators: The Chi-square= 4,861 (fulfilled), probability = 0,433 (fulfilled), AGFI =0,970 (fulfilled), CMIN/DF =0,972 (fulfilled), GFI =0,990 (fulfilled), CFI = 1,000 (fulfilled), TLI =1,001 (fulfilled), and RMSEA =0,000 (fulfilled).

The results of testing the research model show that all the required criteria produce good grades, so the model can be accepted. Evaluation of the model as a whole produces a value above the critical value which means it has been based on data so that it can proceed with testing the suitability of the model. Indicators that can be used as form factors for managerial performance variables can be shown from the loading factor value or each indicator presented in Table 3 below.

Table-3: Loading factors indicator Managerial Performance variables

Variables Organizational Commitment						
Indicator	Estimate	Standardized	S.E.	C.R.	P	Information
Z11	1,000	0,828	-	-	-	-
Z12	0,846	0,706	0,091	9,301	***	Significant
Z13	0,581	0,421	0,105	5,512	***	Significant
Z14	0,935	0,676	0,105	8,943	***	Significant
Z15	0,729	0,619	0,089	8,196	***	Significant

Data Processing Results

Taking into account the results of data processing, the loading factor value of each indicator is found to have significant value so that all indicators are said to be significant in forming their latent variables. Therefore, all indicators are included in the model for managerial performance variables.

Hypothesis Testing

The proposed research model serves as a

guide for hypothesis testing. In SEM analysis, the model stated to be good if the hypothetical model is based on the strong theory supported by data and empirical evidence. The results of the initial SEM analysis show that there is a cut of value that does not match the criteria, so based on the modification index instructions; an improvement is made by connecting indicators that have a theoretical basis. Based on these modifications the final SEM model is obtained as follows:

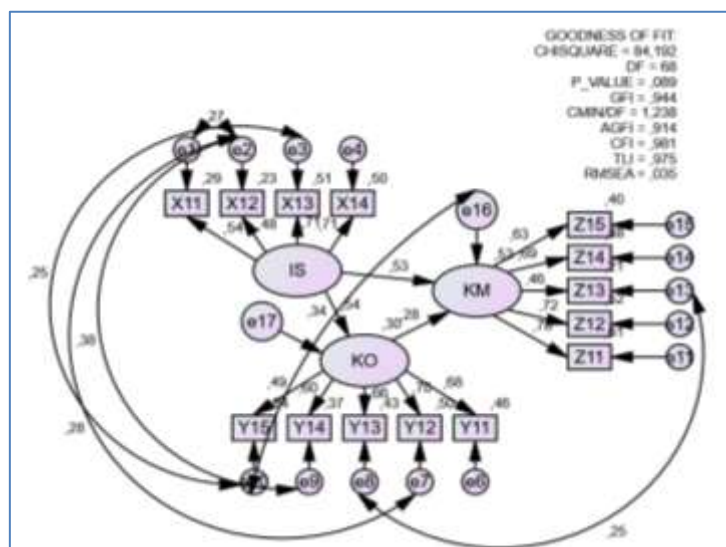


Fig-2: Final Stage SEM Model

The overall construct test results (overall) are presented in Figure 2 and evaluated based on the research model, the criteria of the model as well as the critical value. Based on testing the research model shows that all cut-off values meet the criteria well so that the model can be accepted and the indicators : The construct test results of the interpersonal skills variable already fulfilled good

model criteria with the indicators: The Chi-square=84,192 (fulfilled), probability = 0,089 (fulfilled), AGFI =0,944 (fulfilled), CMIN/DF =1,238 (fulfilled), GFI =0,914 (fulfilled), CFI = 0,975 (fulfilled), TLI =0,981 (fulfilled), and RMSEA =0,035 (fulfilled). Therefore the model can be used for hypothesis testing.

Table-4: Hypothesis Testing

Hypothesis Testing						
Track	Estimate	Standardized	S.E.	C.R.	P	Information
KO ← IS	0,901	0,544	0,196	4,608	***	Significant
KM ← IS	0,804	0,534	0,183	4,407	***	Significant
KM ← KO	0,258	0,284	0,090	2,878	0,004	Significant

Source: Data Processing Results

The results of data processing showed that all the paths of the variable correlations were statistically significant. This is evident from the probability values that are all below the fault tolerance (0.05). Thus the hypothesis testing is carried out as follows:

1. The track of interpersonal skills variable correlation to organizational commitment obtained a loading factor of 0.544 and probability 0,000. This means that interpersonal skills have a positive and significant effect on organizational commitment (H1 is proven empirically).
2. The path of interpersonal skills variable correlation to managerial performance has

a loading factor of 0.534 and a probability of 0,000, which means there is a positive and significant influence between interpersonal skills on managerial performance.

3. The path of the variable organizational commitment to managerial performance has a positive and significant effect as indicated by the loading factor value of 0.284 and probability of 0.004.

The direct influence and indirect effect of interpersonal skills variables on managerial performance can be seen through the following table 5:

Table-5: Direct Effects and Indirect Effects

Direct Effects and Indirect Effects							
H	Dependent Variable	Independent Variable	Effect			Koef Path (p-value)	Decision
			Directly	Indirect	Total		
H1	KO	IS	0,544	0,000	0,544	0,000	Accepted
H2	KM	KO	0,284	0,000	0,284	0,004	Accepted
H3	KM	IS	0,534	0,154	0,688	0,000	Accepted

Data Processing Results

The magnitude of the direct effect of interpersonal skills variables on managerial performance is 0.534 while the indirect effect through organizational commitment is 0.154 so the total effect is 0.688. Noting this, it can be seen the value of the direct influence of interpersonal skills variables on managerial performance is greater than the indirect effect through organizational commitment variables. Thus it can be said that the organizational commitment variable does not appropriately mediate the correlation between interpersonal skills variables and managerial performance.

DISCUSSION

Interpersonal skills as measured through indicators of communication skills, ability to motivate, ability to influence others, and the ability to resolve conflicts are the main skills needed by managers in developing organizations. This variable gives a significant effect on organizational commitment and managerial performance. These results reinforce the finding that various interpersonal skills of managers have a good impact on the development of productive correlations with various parties which will ultimately affect improving overall organizational performance [20]; [11, 21].

A manager, of course, must be equipped with practical skills and conceptual skills to encourage the performance of his subordinates properly. The ability to interact socially with subordinates is the main capital needed so that messages related to the expected performance can be achieved according to the plans that have been made. The interaction that involves many characters in the organization will encourage the emergence of various behaviors that are formed from individual behavior and group behavior where this must be understood by managers as something that must be encouraged to contribute to the achievement of organizational goals.

Interaction between individuals with individuals, individuals with groups, and groups with groups requires sufficient skills from a leader to be involved in such a way so as not to adversely affect the organization. The ability to behave, act and interact well is an absolute skill that must be possessed by managers if they want to build a harmonized work environment so that the expected performance can be realized and provide a comfortable effect in the organization. If this can be achieved then the commitment of employees to stay together in the organization will increase and of course, limit the employee turnover.

CONCLUSION

This paper can explain well the direct effect of interpersonal skills variables on organizational commitment and managerial performance while explaining that organizational commitment variable is not as the intervening variables that mediate the correlation between interpersonal skills variables on managerial performance variables. We find the important role of interpersonal skills as a very fundamental thing that must be owned by managers to create harmony in the interaction of members of the organization to achieve the planned goals as well as a key predictor to improve managerial performance.

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