



Skill Upgrading, Self Leadership as Building Employee Performances

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Abstract. *Employees who have high skill-upgrading and self-leadership will have self-confidence in their abilities. Skill-upgrading and self-leadership make employees able to organize themselves, focus on the goals they want to achieve, and have the nature of never giving up in solving problems so that it will have an impact on the resulting employee performance. The aim of writing this article is to review and synthesize existing literature related to employee performance so that it can contribute to the understanding of skill-upgrading and self-leadership which have an impact on employee performance. The data analysis technique uses qualitative analysis methods using inductive thinking patterns. Employee performance is developed properly and correctly if supported by strong skill-upgrading and self-leadership. Skill-upgrading is a way for employees to improve their quality with qualified skills, while self-leadership motivates employees to be able to lead themselves and use their creativity in carrying out a task. Skill upgrading can be done through training specifically to improve technical skills, specific expertise and knowledge that employees need in their work. Self-leadership abilities can be developed by yourself by managing time, setting goals, improving your abilities, being consistent in your activities, and doing self-reflection.*

Keywords: *skill-upgrading, self-leadership, employee performances*

Abstrak. Pegawai yang mempunyai skill-upgrading dan self-leadership yang tinggi akan memiliki rasa percaya diri terhadap kemampuannya. Skill-upgrading dan self-leadership membuat pegawai mampu mengatur diri, fokus pada tujuan yang ingin dicapai, serta memiliki sifat pantang menyerah dalam menyelesaikan permasalahan sehingga akan berdampak pada kinerja pegawai yang dihasilkan. Penulisan artikel ini bertujuan untuk mengkaji dan mensintesis literatur yang ada terkait kinerja karyawan sehingga dapat memberikan kontribusi terhadap pemahaman skill-upgrading dan self-leadership yang berdampak pada kinerja karyawan. Teknik analisis data menggunakan metode analisis kualitatif dengan menggunakan pola berpikir induktif. Kinerja karyawan terbangun dengan baik dan benar apabila didukung dengan *skill-upgrading* dan *self-leadership* yang kuat. *Skill-upgrading* merupakan cara karyawan meningkatkan kualitas diri dengan keterampilan yang mumpuni sedangkan *Self-leadership* memotivasi karyawan untuk mampu memimpin diri sendiri dan menggunakan kreativitasnya dalam menjalankan suatu tugas. *Skill upgrading* dapat dilakukan melalui pelatihan yang dikhususkan untuk meningkatkan keterampilan teknis, keahlian spesifik, dan pengetahuan yang diperlukan karyawan dalam pekerjaannya. Adapun kemampuan *self leadership* dapat dikembangkan sendiri dengan cara melakukan manajemen waktu, menetapkan tujuan, meningkatkan kemampuan diri, konsisten beraktivitas, dan melakukan refleksi diri.

Kata Kunci: peningkatan keterampilan, kepemimpinan diri, kinerja karyawan

1. INTRODUCTION

Leaders strongly believe that employees are an essential resource for the organization, and only by continuously improving their capabilities and quality can they drive sustainable development. Employee performance deterioration is inclined to leadership styles embraced by leaders in the organization. The dilemma is still depicted with the absence of a conclusive statement regarding which leadership philosophies are essential for raising the employee performance and quality of the organization (Dong, 2023, Lama et al. 2024). Low employee performance is connected to low employee morale. Apart from that, employees who lack originality, innovation, and are less motivated to accept responsibility for their work result in decreased employee performance. In addition, employees tend to find it challenging to participate in the performance process when they are unclear about their roles and goals (Dlamini et al. 2022).

In contrast, if employees who have high skill-upgrading and self-leadership will have self-confidence in their abilities. Skill-upgrading and self-leadership enable employees to be able to organize themselves, focus on the goals they want to achieve, and have the nature of never giving up in solving problems so that it will have an impact on the resulting employee performance.

Up-skilling is the acquisition of new skills to enable the employee to better manage his or her tasks. Skills upgrading can also enable employees to broaden their knowledge in order to progress within the company. In all cases, it allows employees to gain autonomy, motivation and increase their performance. And that's not all: for many people, including High Potentials, progress is an essential source of fulfilment (IPAG, 2022). Budiarto's (2022) research results show that variables skills have a positive effect on employee performance. An employee who has skills will be very supportive in carrying out their work or duties in accordance with established procedures, can carry out work according to expectations, and is able to complete work on time.

Things that are no less important in improving employee performance are self-leadership in carrying out work tasks, how much initiative employees take in the form of creative and innovative ideas, as well as the cooperation that exists between leaders and employees (Anjani et.al. al, 2022) . The ability to lead oneself, hereinafter referred to as self-leadership, is a determining asset in improving performance according to the role, duties and responsibilities of each employee. Self-Leadership in employees will be able to improve their performance. This is proven by the research results of Dewi et al. (2021), Ma'ruf (2021), Nurdianti (2023), and Indriyani (2023) that self-leadership has a positive and significant effect

on employee performance. Ariawan (2020) in his research also shows that the level of employee performance will be largely determined by self-leadership. The research results of Adi P. (2022) show that partially self-leadership has a positive and significant effect on employee performance.

Suzanna in Rivaldi et al. (2023) stated self-leadership is an individual's ability to influence, direct, supervise and motivate himself (his thought patterns and behavior) to achieve the desired goals. According to Manik & Dwiana (2023), self-leadership is a practice in which a person intentionally influences their thoughts, feelings, and actions to achieve that ultimate goal expected. In order to achieve this final goal, work ethic, emotional intelligence, Time management to achieve improvements in performance and job satisfaction reduce work stress and other obstacles

The study of employee performance in this article explicitly focuses on supporting variables that can improve employee performance, namely skill-upgrading and self-leadership. This research also adds empirical considerations in management science regarding aspects of improving skills and self-leadership and their beneficial impacts on companies. In many studies of human resource management theory, employees are valuable assets that must be looked after by companies because they are the spearhead in achieving company goals. This research also enriches the results of previous research that are relevant to this case study. The composition of skill-upgrading and self-leadership as driving factors for improving employee performance cannot be separated from the role of leaders in changing the company atmosphere to be more optimal and professional.

2. THEORETICAL FOUNDATION

Employee Performances

Performance is a factor that plays a role in determining the achievement of work performance because the concept of performance refers to the results of an individual's work both in terms of quantity and quality based on goals and targets within deadlines set by an organization (Waningsih, 2023). Performance employee originated from *job performance* or *actual performance* (performance work or performance achieved by someone), or also the results of work in terms of quality and quantity to conduct by an employee in carrying out their duties following their responsibilities (Purnaman et al. 2022).

Employee performance can be defined as the degree to which a person can complete the important responsibilities to occupy a position in an organization. Employee performance

in the job is of great importance, especially in relation to maintaining and growing productivity for organizations (Conway in Dlamini et al. 2022). Lama et al. (2024) stated employee performance is the degree to which employees do the duties that are given to them. A conduct that makes a big difference in the success of the firm is functioning. Consequently, completing work performance is both essential to the position and under the employee's authority. Employee performance refers to the level of effectiveness, productivity, and contribution that an individual employee makes to an organization. It is a multifaceted concept that goes beyond simply measuring output and considers various factors such as job knowledge, skills, abilities, work attitude, and overall behavior in the workplace (Koirala et al. 2024). Employee performance is the level of employee success in completing their work. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of the talent or ability itself. Performance is a manifestation of competence in the form of real work (Anjani et al. 2022).

Companies have an obligation to monitor the performance of their employees, employees are assets and their performance contributes to company goals. Organizations that fail to maintain or manage employee performance may not comply with employee performance variances which can hinder the organization's progress in achieving its goals. Companies demand maximum performance from their employees in carrying out their work. Actions taken to improve the business of a company or organization are a form of employee performance. The role of employees is very important in the success or failure of a company. Because of the importance of this, in this case the company must monitor the performance of each employee and monitor whether they have fulfilled their duties and responsibilities as expected (Susanto et al. 2023).

Hardiansyah in Susanto et al. (2023) suggests that there are several employee performance indicators which can be described as follows. (1) Quality of work. Quality is needed for a company to survive in various competitions. An ideal work result also represents the quality of the company's product and service managers. (2) Working quantity. Describes the fulfillment of targets that have been set so that it shows the ability of the organization to manage its resources to achieve its goals. (3) Working time. Describes the working time that is considered the most efficient and effective at all levels of management. Working time is the basis for employees to complete the work that is their responsibility. (4) Collaborate with colleagues. Guide to the success of the organization in achieving the goals that have been set. Good cooperation creates trust among various stakeholders, both directly and indirectly with the company.

Skill Upgrading

Skills are one of the factors in achieving organizational goals. The purpose of skills is to make it easier to complete a job effectively and efficiently without any difficulties so that it can produce good performance. Anjani et al. (2022) stated skill is the ability to operate work easily and carefully. This understanding usually tends to refer to psychomotor activities. Skills can also be interpreted as activities that require practice or can be interpreted as the implications of activities. According to Hidayat et al. (2020) skill is an individual's capacity to carry out various tasks in a job. This understanding usually tends to refer to psychomotor activities. Skill according to Setyowati (2016) is an expertise to translate knowledge into practice so that the desired goal is achieved. The most important skills are those that enable managers to help others become more productive at work.

Each new employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization. Additionally, training not only develops the capabilities of the employee but sharpen their thinking ability and creativity to take better decision in time and in more productive manner (Abbas in Karim, 2019). Vind in Li & Zhu (2020) regards skill upgrading as a way of learning and the result of training or education in the process of (work) experience; while others consider it as more the use of high-skilled workers in production or work, and the proportion of high-skilled workers increases. Skill upgrading not only refers to the increase in the number of highly skilled workers in the local labor markets, but also means the workers' skill accumulation. It is actually a transformation process from low-skilled labor to high-skilled labor.

There are other factors affecting skill upgrading, including education investment, trade, technological advancement, economic scale, and enterprise attributes. (Li & Zhu, 2020). Organizations which invest in their employee skills by way of training and development activities will certainly reap the profits through employee productivity. Thus, it is crucial to continuously skill upgrading to maximise employee performance. This is possible only by way of continuous training and development practices as the untrained employees could not perform up to the mark and this will certainly affect the overall performance of the organisation (Karim, 2019).

Self Leadership

Leadership is considered the most investigated organizational variable that has a potential impact on employee performance. Furthermore, a key factor for organizational success is employees. Their performance has been a long-standing interest of researchers because employee performance is an important indicator of leadership effectiveness (Krasniqi et al. 2023). Self-leadership is upheld when one knows how to be mindful and apply mindfulness strategies (Prinsloo & Jooste, 2022). Self-leadership is an individual's ability to perform control or control over the choice of situations in which he will participate and endeavor in achieving goals, leading oneself, directing oneself towards goals, as well as the ability to choose and act appropriately based on one's own awareness in accordance with demands goals to be achieved optimally (Manik & Dwiana, 2023).

Self leadership is a specific behavior and cognitive strategy for increase effectiveness and quality of work. Self leadership talks about how someone can move, influence, inspire or motivate himself to carry out certain activities (Ma'ruf, 2021). According to Neck et al. (2020), the central insight of the self-leadership theory is that the attitudes, beliefs, self-designed behavioural patterns and motivational preferences of individuals make a critical difference in both accomplishments and personal satisfaction in work. Manz and Sims in Adi P. (2022) stated that self-leadership is a process through which individuals control their own behavior, influence and lead oneself through the use of behavioral and cognitive strategies. Self leadership is a combination of aspects cognitive which includes the processes carried out to influencing and motivating oneself and aspects behavior which is a process carried out to direct and manage behavior to achieve expected goal. From the description above you can concluded that self-leadership is a effort to influence oneself to get it exert yourself to be able to work more good (Rivaldi et al., 2023).

Increased self-leadership in employees will making himself more capable, thinking ahead, responsible, tenacious, and confident in everything his job. Self-leadership will form employees to be more attached to their organization so that they can contribute more to organizational productivity (Ramadhan & Sahrah, 2021). According to Suzanna in Rivaldi et al. (2023) there are several factors that support the application of self-leadership practices, namely: urgency, employee, commitment, creativity, interdependence and complexity. Furthermore, research by Na-nan & Saribut (2020), and Prinsloo & Jooste (2022), identified self-leadership and there are four influencing factors, namely self-visualization/ self-image towards set goals, self-esteem and positive thinking, self-introspection and efficacy self. Adi P. (2022) stated that the most prominent dimensions of self-leadership are behavioral,

cognitive, and strategic the natural rewards of self-management, self-motivation, and self-development. Self-leadership abilities will enable employees to cope various challenges caused by the current organizational system complex and dynamic due to its ability to make decisions more quickly thanks to clearer delegation of authority.

3. RESEARCH METHODS

The aim of writing this article is to review and synthesize existing literature related to employee performance so that it can contribute to the understanding of skill-upgrading and self-leadership which have an impact on employee performance. Therefore, by writing this article the author tries to review several literatures based on books, research journals and other sources of information from mass media, electronic media and relevant website pages in order to find out the factors that cause increased employee performance. To obtain the information and data needed in this paper, the following data collection techniques in documents/libraries are used, namely the technique of obtaining data by studying documents related to the problem being studied. The data analysis technique in this research uses a qualitative analysis method using an inductive thinking pattern. This analysis process is carried out using data analysis techniques, namely content analysis, namely the stage of describing in detail the nature, characteristics and substance of the data as well as the context, then theoretically interpretive and using inductive reasoning and then a conclusion is drawn.

4. RESULTS AND DISCUSSIONS

The Influence of Skill Upgrading on Employee Performance

In today's world of work, very It requires an employee who has qualified skills such as skills in communication, listening, teamwork, and being able to manage time in work. An employee who has skills will be very supportive in carrying out work or duties in accordance with established procedures, can do the job according to expectations, and is able to complete the job efficiently on time. Skills can be learned by someone in various ways, including: through courses and find a coach/mentor. Learn New skills are the best way to be more successful in your current career and can help advance the company. It would be nice if it was an employee can improve skills and abilities in their work, employees such as that's what many companies are looking for today. Therefore, as an employee you must be a person who is dynamic, continues to develop, and can adapt to the old and new work environment (Budiarto, 2022).

The relationship between skill variables and employee performance is supported by research by Marlina (2018) which states that skills have a significant influence on employee performance. Skills are characteristics possessed by someone who can provide good performance in carrying out their work. Organizational performance will achieve maximum results if its members are supported by knowledge possessed. Apart from that, skills are also needed by organizational members to carry out their duties. Skills are one of the internal factors achieve organizational goals. The purpose of skills is to make things easier in completing a job effectively and efficiently without any difficulties so that it can produce good performance (Wardhani & Shalahuddin, 2023).

To skill upgrading, apart from formal education, it can also be done by providing training. The goal of training in general is to improve work skills, improving mastery of new tools and methods. Job training emphasizes improving professional abilities, So practice is a complement to education. Target training about Basically to increase employee work productivity. Values talent development, creativity, innovation, skills and work motivation usually grows in an educational environment and develops in job training process.

The Influence of Self-Leadership on Employee Performance

Leaders are those who are able to move people, can influence, inspire or motivate others to conform with the desired goal. For this reason, leadership is not only held by a handful of people, but must be applied to all members of the organization. Self-Leadership talks about how someone can move, influence, inspire or motivate themselves to carry out certain activities. The research results of Husnatarina & Elia (2022) show that the performance of employees is predominantly influenced by self-leadership. Self-leadership has an important influence on a person's behavior and also has a positive impact on their performance. Self-leadership encourages someone to be actively involved in analyzing the organizational environment and using their creativity in carrying out a task or job. Employees who tend to engage in self-leadership strategies receive higher performance ratings from their superiors and have high levels of satisfaction with their jobs. Efforts to maintain self-leadership can be made by encouraging every employee to always be proactive in developing and managing themselves and building self-confidence and optimism at work.

Self-leadership is defined as the process of influencing oneself to build self-direction and self-motivation, especially to carry out and complete important and complex tasks and work, so that personal goals are achieved. Self leadership is the process of influencing oneself to build self direction and self motivation needed to produce good performance (Musaheri in Adi P.,

2022). Good self-leadership, a person will be proactive and take initiative, be active and be more responsible for their life. This will emanate from the individual's understanding that behavior will depend on personal decisions made, not based on circumstances. People who are proactive in their lives will understand their responsibilities based on awareness based on the values they adhere to. This responsibility can ultimately improve performance (Ariawan, 2020).

Self-leadership can be considered a substitute for leadership which is an alternative to the top-down leadership approach with its formal hierarchical authority, because with self-leadership, hence the bottom-up approach becomes increasingly widespread which will ultimately enable organizational performance to be better. Self-leadership is considered one way to improve organizational performance. This is possible thanks to patterns of thought and action individuals in the organization who can then be made a tool for analyzing the performance of the organization, both partially and as a whole. Self leadership is an effort to influence oneself to be able to direct oneself can work well. Self leadership motivates employees to able to lead oneself to contribute to employee performance. Thus, the ability to lead personally in practice provides sufficient force to push better employee performance in the company (Fania, 2023).

Self leadership as a process of influencing oneself to provide the direction and motivation necessary to behave and act appropriately. The importance of developing self-leadership abilities in organizations was stated by Mulyono in Adi P. (2022), namely: 1) Self-leadership abilities developed in organizations will be useful for the spread of shared leadership in organizations which can lead to a reduction in the workload of formal leaders which allows for more effective control. This means that with the development of self-leadership abilities, a leader's span of control will decrease and his control does not need to be as strict as supervising subordinates who are not independent. 2) Self-leadership abilities can reduce the degree of dependence on the authority of traditional leaders thanks to empowering subordinates with the responsibilities they need to carry out their duties. 3) Self-leadership can be considered as a substitute for leadership which is an alternative to the top-down leadership approach with its formal hierarchical authority, because with self-leadership, the bottom-up approach becomes increasingly widespread which will ultimately enable better organizational performance. 4) Self-leadership is considered to be one way to improve organizational performance. This is possible thanks to the mindset and actions of individuals in the organization which can then be used as a tool to analyze the performance of the organization, both partially and as a whole. 5)

Self-leadership abilities will enable employees to overcome various challenges caused by the current organizational system which is more complex and dynamic due to their ability to make decisions more quickly thanks to clearer delegation of authority.

5. CONCLUSIONS

Employee performance is developed properly and correctly if supported by upgrading skills and strong self-leadership. Skill-upgrading is a way for employees to improve their self-quality with skills such as communication skills, listening, teamwork, and being able to manage time at work, while Self-leadership motivates employees to be able to lead themselves and use their creativity in carrying out a task. Skill-upgrading and self-leadership are driving factors for improving employee performance and ultimately contribute to organizational performance.

Apart from formal education, skills upgrading can be done through training specifically to improve technical skills, specific expertise and knowledge that employees need in their work. Job skills training can focus on aspects such as communication skills, time management, problem solving, leadership, and others. Employees can take part in this training in the form of formal programs organized by companies or educational institutions, or informal training carried out through reading books, online courses, work experience or mentorship. Self-leadership abilities can be developed by yourself by managing your time well, setting goals regarding your career or other future, improving your abilities, being consistent in carrying out every activity, and doing self-reflection, especially on aspects that you lack.

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