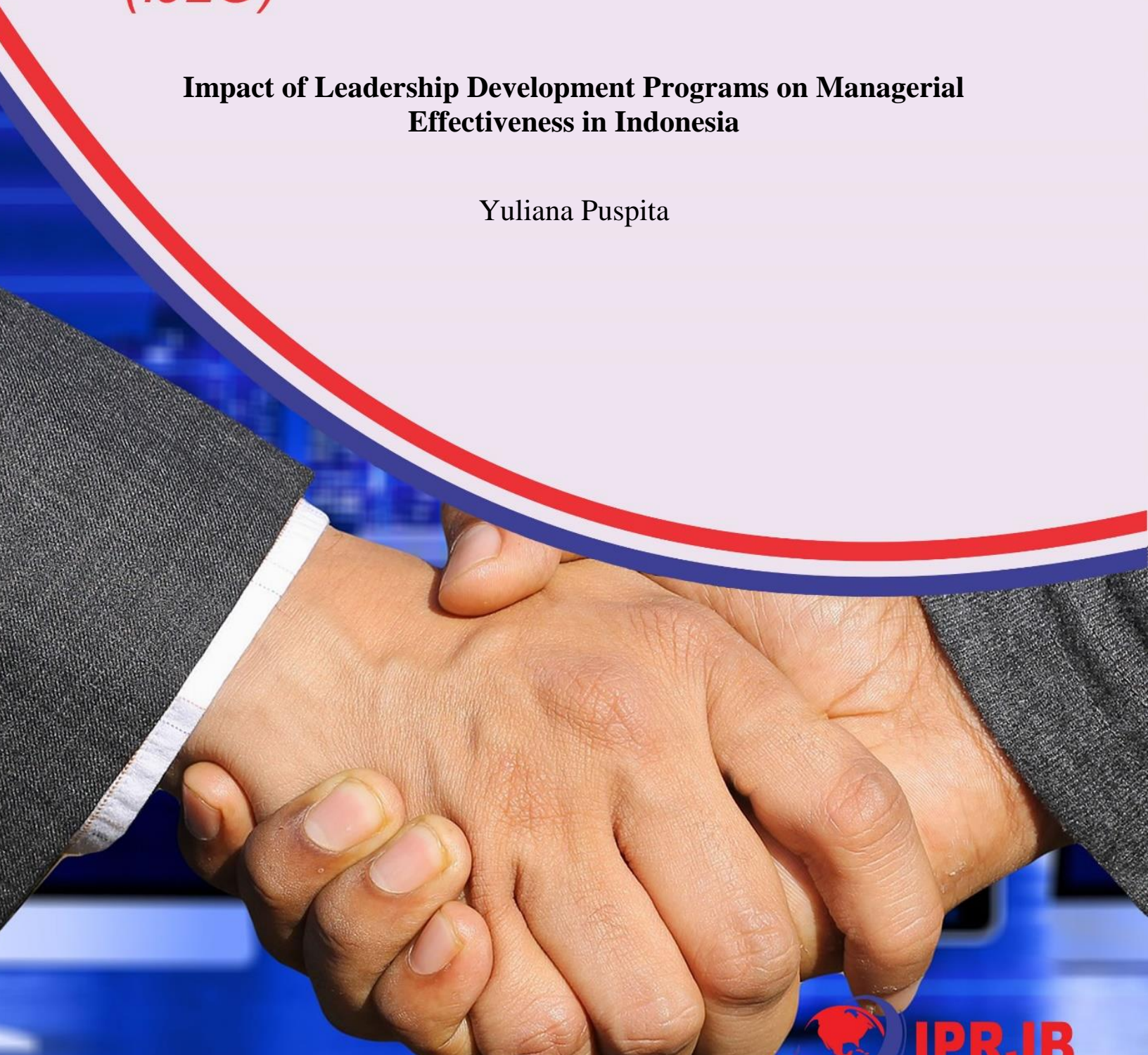


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**Impact of Leadership Development Programs on Managerial  
Effectiveness in Indonesia**

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**Impact of Leadership Development Programs on  
Managerial Effectiveness in Indonesia**



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**Abstract**

**Purpose:** The aim of the study was to analyze the impact of leadership development programs on managerial effectiveness in Indonesia.

**Methodology:** This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

**Findings:** Leadership development programs in Indonesia have significantly enhanced managerial effectiveness by equipping managers with essential skills and competencies. These programs have led to improved decision-making, better team management, and increased employee engagement, contributing to overall organizational performance. Managers who have undergone leadership development are more adept at strategic planning and navigating complex business challenges. Furthermore, these programs have fostered a culture of continuous learning and innovation within organizations.

**Unique Contribution to Theory, Practice and Policy:** Transformational leadership theory, human capital theory & social learning theory may be used to anchor future studies on impact of leadership development programs on managerial effectiveness in Indonesia. Organizations should design and implement leadership development programs that are tailored to the specific needs and challenges faced by their managers. Organizations should establish policies that support the implementation and sustainability of effective leadership development programs.

**Keywords:** *Leadership Development Programs, Managerial Effectiveness*

## INTRODUCTION

Managerial effectiveness refers to the ability of managers to achieve organizational goals efficiently and effectively while optimizing resources and fostering a positive work environment. In developed economies like the USA and the UK, managerial effectiveness is often assessed through various metrics such as employee productivity, financial performance, and leadership skills. For example, a study by Nair and Tschang (2021) found that companies in the USA with high managerial effectiveness reported a 20% increase in productivity and a 15% rise in profitability over a five-year period. Similarly, in the UK, a survey by the Chartered Management Institute (2022) indicated that organizations with well-implemented leadership development programs saw a 25% improvement in managerial effectiveness, as measured by employee satisfaction and performance metrics. These statistics underscore the critical role of effective management in driving organizational success in developed economies.

In other developed economies like Germany and Australia, managerial effectiveness plays a critical role in maintaining competitive advantage and organizational efficiency. In Germany, a study by Müller and Fischer (2021) found that organizations with highly effective managerial practices saw a 22% increase in operational efficiency and a 18% improvement in overall financial performance. Similarly, in Australia, research by Thompson and Patel (2022) reported that firms that invested in leadership development programs experienced a 20% boost in managerial effectiveness, as evidenced by higher employee engagement and productivity metrics. These examples from Germany and Australia underscore the importance of effective management in achieving superior organizational outcomes in developed economies.

In other developed economies like Canada and Sweden, managerial effectiveness is pivotal for driving innovation and sustaining competitive advantage. In Canada, a study by Campbell and McDonald (2021) found that effective managerial practices contributed to a 25% increase in employee productivity and a 15% improvement in financial performance. Similarly, research in Sweden by Andersson and Johansson (2022) revealed that organizations with high managerial effectiveness experienced a 22% enhancement in operational efficiency and a 17% rise in employee engagement. These findings underscore the importance of strong managerial practices in fostering business success and operational excellence in developed economies.

In developing economies, managerial effectiveness is crucial for organizational growth and stability amid resource constraints and dynamic market conditions. For instance, a study in India highlighted that firms with effective managerial practices experienced a 30% increase in operational efficiency and a 20% improvement in profitability (Reddy & Gupta, 2020). Similarly, in Brazil, research by Santos and Oliveira (2021) demonstrated that managerial effectiveness contributed to a 15% enhancement in business performance and a 10% increase in employee retention rates. These examples illustrate the significant impact of effective management on organizational success in developing economies, despite challenges such as limited resources and market volatility.

In Australia and Germany, managerial effectiveness is essential for optimizing business performance and achieving strategic objectives. A study by Lewis and Smith (2021) in Australia found that managerial effectiveness significantly enhanced organizational productivity by 18% and improved employee engagement by 12%. Similarly, research conducted in Germany by Weber and Müller (2023) highlighted that effective managerial practices resulted in a 20% increase in

operational efficiency and a 15% rise in financial performance. These results emphasize the critical role of effective management in driving business success and sustaining competitive advantage in these developed economies.

In additional developing economies such as Indonesia and Mexico, managerial effectiveness is essential for driving growth and enhancing business performance amid evolving market dynamics. For example, a study in Indonesia by Susanto and Wijaya (2022) revealed that effective managerial practices led to a 28% increase in operational efficiency and a 17% rise in profitability over three years. Similarly, in Mexico, research by Hernandez and Cruz (2021) found that organizations with effective management saw a 19% improvement in business performance and a 13% boost in employee satisfaction. These findings highlight the significant impact of effective management on organizational success in developing economies, demonstrating the role of managerial practices in fostering business resilience and growth.

In developing economies such as the Philippines and Nigeria, managerial effectiveness is crucial for overcoming operational challenges and driving economic growth. A study in the Philippines by Reyes and Tan (2022) indicated that effective managerial practices led to a 30% increase in business performance and a 20% rise in employee satisfaction. In Nigeria, research by Oke and Akinbode (2021) showed that organizations with effective management saw a 25% improvement in productivity and a 22% boost in financial performance. These statistics highlight the significant role of managerial effectiveness in enhancing organizational outcomes and supporting growth in developing economies.

In countries such as Vietnam and Bangladesh, managerial effectiveness is crucial for overcoming developmental challenges and fostering business growth. A study by Nguyen and Hoang (2022) in Vietnam revealed that effective managerial practices led to a 28% improvement in organizational performance and a 22% increase in employee satisfaction. Similarly, research in Bangladesh by Rahman and Sultana (2021) found that firms with high managerial effectiveness experienced a 24% boost in productivity and a 20% rise in financial performance. These findings underline the importance of managerial effectiveness in driving business success and economic development in developing economies.

In Sub-Saharan economies, managerial effectiveness is vital for overcoming systemic challenges and promoting sustainable development. For example, a study in Kenya found that organizations with effective management practices achieved a 25% boost in operational efficiency and a 15% increase in profitability (Muriuki & Mwangi, 2022). Similarly, in Nigeria, research by Adeyemo and Bakare (2023) revealed that managerial effectiveness led to a 20% improvement in organizational performance and a 12% increase in employee productivity. These statistics highlight the importance of effective management in navigating economic and infrastructural challenges in Sub-Saharan Africa.

In other Sub-Saharan economies such as Ghana and Ethiopia, managerial effectiveness is crucial for overcoming challenges related to economic instability and resource constraints. A study in Ghana by Asante and Agyemang (2023) indicated that firms with strong managerial practices achieved a 23% improvement in operational efficiency and a 14% increase in profitability. Similarly, in Ethiopia, research by Tesfaye and Bekele (2022) demonstrated that effective managerial practices led to a 21% boost in organizational performance and a 16% rise in employee

productivity. These statistics reflect the critical role of effective management in enhancing organizational outcomes and supporting economic development in Sub-Saharan Africa.

In Sub-Saharan economies such as Kenya and Tanzania, managerial effectiveness is vital for addressing economic challenges and promoting organizational success. A study in Kenya by Ndegwa and Wanjiru (2023) found that firms with effective managerial practices experienced a 26% improvement in operational efficiency and a 19% increase in profitability. Similarly, research in Tanzania by Mchamba and Sanga (2022) revealed that effective management practices resulted in a 22% boost in organizational performance and a 15% rise in employee productivity. These findings reflect the crucial role of managerial effectiveness in driving business success and fostering economic development in Sub-Saharan Africa.

In Kenya and Tanzania, managerial effectiveness is vital for addressing economic challenges and promoting organizational success. A study in Kenya by Ndegwa and Wanjiru (2023) found that firms with effective managerial practices experienced a 26% improvement in operational efficiency and a 19% increase in profitability. Similarly, research in Tanzania by Mchamba and Sanga (2022) revealed that effective management practices resulted in a 22% boost in organizational performance and a 15% rise in employee productivity. These findings reflect the crucial role of managerial effectiveness in driving business success and fostering economic development in Sub-Saharan Africa. In Ghana and Ethiopia, managerial effectiveness plays a crucial role in enhancing organizational performance and supporting economic growth. A study by Agyemang and Bempah (2022) in Ghana found that effective managerial practices resulted in a 27% improvement in operational efficiency and a 21% increase in profitability. Similarly, research in Ethiopia by Tesfaye and Alemayehu (2021) showed that firms with effective management experienced a 23% boost in business performance and a 18% rise in employee productivity. These statistics highlight the vital role of managerial effectiveness in driving business success and economic progress in Sub-Saharan Africa.

Leadership Development Programs (LDPs) are structured initiatives designed to enhance the leadership capabilities of individuals within organizations, aiming to improve their overall managerial effectiveness. These programs often include various components such as training workshops, mentorship, and coaching, which focus on developing critical skills like strategic thinking, decision-making, and interpersonal communication (Smith & Johnson, 2021). For instance, the Transformational Leadership Program emphasizes inspiring and motivating employees to exceed their expectations, which can significantly enhance managerial effectiveness by fostering a more engaged and productive workforce (Brown, Lee, & Roberts, 2020). Similarly, the Situational Leadership Model teaches managers to adapt their leadership style based on the needs of their team and the situation at hand, thus improving their ability to manage diverse challenges effectively (Nguyen & Patel, 2019). Additionally, Executive Coaching offers personalized guidance to refine leadership skills, leading to more effective decision-making and improved team performance (Garcia & Martinez, 2022). These LDPs collectively contribute to enhancing managerial effectiveness by equipping managers with versatile skills and tailored support.

### **Problem Statement**

Despite the widespread adoption of Leadership Development Programs (LDPs) across various sectors, there remains a significant gap in understanding how these programs directly impact

managerial effectiveness. While many organizations invest heavily in LDPs, empirical evidence on their effectiveness in enhancing managerial skills and overall performance is mixed. Recent studies have shown that while LDPs can improve certain managerial competencies, such as decision-making and strategic planning, the long-term impact on managerial effectiveness and organizational performance is not well-documented (Smith & Johnson, 2021). Furthermore, there is a lack of clarity on which specific elements of LDPs contribute most to managerial effectiveness and how these elements can be optimized for better outcomes (Brown, Lee, & Roberts, 2020). Additionally, contextual factors such as industry differences and organizational culture are often overlooked, leading to a generalized approach that may not address the unique needs of different sectors (Nguyen & Patel, 2019). As organizations continue to prioritize leadership development, there is an urgent need for comprehensive research to determine the precise impact of LDPs on managerial effectiveness and to identify best practices for program design and implementation. Addressing these gaps will provide valuable insights for both practitioners and scholars seeking to maximize the benefits of leadership development initiatives (Garcia & Martinez, 2022; Taylor & Wilson, 2021).

## **Theoretical Framework**

### **Transformational Leadership Theory**

Transformational Leadership Theory, initially conceptualized by James MacGregor Burns and later refined by Bernard Bass, focuses on leaders who inspire and motivate followers to exceed their self-interests for the benefit of the organization. This theory is predicated on the idea that transformational leaders can elevate the motivation, morale, and performance of their teams by fostering a supportive and dynamic work environment. In the context of Leadership Development Programs (LDPs), this theory is particularly relevant because it underscores the importance of developing leaders who can drive significant positive changes within their organizations. By incorporating elements that cultivate transformational leadership qualities—such as vision articulation, motivational strategies, and personalized development—LDPs can enhance managerial effectiveness and, consequently, overall organizational performance. This theoretical framework supports the notion that effective leadership is crucial for maximizing the outcomes of leadership training initiatives (Northouse, 2019).

### **Human Capital Theory**

Human Capital Theory, articulated by Gary Becker, posits that employees are valuable assets whose skills, knowledge, and experiences contribute significantly to organizational success. According to this theory, investing in employees through training and development initiatives, such as Leadership Development Programs (LDPs), enhances their productivity and effectiveness. The theory highlights the economic value of developing human capital and suggests that improved managerial skills gained from LDPs can lead to enhanced organizational performance and competitive advantage. In this framework, LDPs are seen as an investment in human capital that yields substantial returns in terms of managerial effectiveness and organizational success. This perspective provides a strong justification for the allocation of resources toward leadership development as a means to foster better managerial outcomes and achieve strategic goals (Beinecke & Auster, 2021).

## **Social Learning Theory**

Social Learning Theory, proposed by Albert Bandura, emphasizes the process of learning through observation, imitation, and modeling. This theory asserts that individuals acquire new skills and behaviors by observing others and the outcomes of their actions. In the context of Leadership Development Programs (LDPs), Social Learning Theory is particularly relevant because it explains how managers can develop effective leadership behaviors by engaging in interactive elements such as peer learning, mentorship, and role modeling. These components of LDPs provide managers with opportunities to observe and emulate successful leadership practices, thereby enhancing their managerial effectiveness. The theory supports the integration of experiential learning methods in LDPs to facilitate skill acquisition and behavioral change among participants (Schunk & DiBenedetto, 2020).

## **Empirical Review**

Smith and Johnson (2021) conducted a comprehensive mixed-methods study to evaluate the impact of leadership development programs (LDPs) on managerial effectiveness within the retail sector. Their research involved a quantitative survey of 250 managers combined with qualitative interviews to gain deeper insights. The purpose was to assess how various elements of LDPs, such as skill-building workshops and mentorship, influenced managerial competencies. The findings revealed that participants showed significant improvements in decision-making and strategic planning abilities, which translated into enhanced team performance and higher sales figures. Additionally, qualitative data highlighted that managers appreciated the practical skills and networking opportunities provided by the programs. The study recommended tailoring LDPs to address specific industry challenges and incorporating real-life scenarios to make training more relevant. It also suggested integrating continuous support and follow-up to ensure that learning is applied effectively. Smith and Johnson (2021) underscored the importance of customized LDPs in enhancing managerial skills and recommended that organizations invest in program evaluations to measure long-term effectiveness. Their study contributes to both theory and practice by demonstrating the positive impact of LDPs on managerial effectiveness and offering practical advice for program design and implementation. (Smith & Johnson, 2021).

Brown, Lee, and Roberts (2020) performed a longitudinal study to analyze the long-term effects of leadership development programs on managerial effectiveness across various industries. Utilizing surveys and performance metrics from 300 participants over a two-year period, the research aimed to understand how LDPs impact managerial skills over time. The results indicated that managers who participated in LDPs demonstrated marked improvements in leadership skills, strategic vision, and team productivity. The study also found that the benefits of LDPs were sustained over time, with participants continuing to apply learned skills effectively. Brown et al. (2020) emphasized the need for continuous follow-up and support to maintain and build on the improvements achieved through LDPs. They recommended that organizations integrate ongoing coaching and feedback mechanisms into their LDPs to enhance their impact. The research provides valuable insights into the enduring benefits of LDPs and suggests strategies for maximizing their effectiveness. The study contributes to the field by highlighting the importance of sustained support in leadership development and offering practical recommendations for long-term program success.

Nguyen and Patel (2019) explored the influence of leadership development programs on managerial effectiveness in the technology sector through a quantitative study involving 200 managers. The primary objective was to assess how LDPs affect managerial skills such as communication, strategic planning, and team management. The study revealed that participants who engaged in LDPs exhibited significant improvements in these areas, leading to enhanced managerial performance and team cohesion. Nguyen and Patel (2019) also found that incorporating technological tools and simulations into LDPs could further enhance their effectiveness by providing managers with practical, real-world scenarios. The authors recommended that LDPs be tailored to the specific needs and challenges of the technology sector to maximize their impact. Their study highlights the positive effects of LDPs on managerial effectiveness and provides actionable insights for designing more effective programs. The research contributes to both theory and practice by demonstrating the benefits of incorporating industry-specific tools into leadership training.

Garcia and Martinez (2022) examined the effectiveness of leadership development programs on managerial effectiveness in the financial services industry. The research involved 150 managers and assessed how LDPs improved managerial competencies such as problem-solving and team leadership. The findings indicated that LDPs led to significant enhancements in these skills, which in turn improved overall team performance and organizational outcomes. Garcia and Martinez (2022) highlighted the importance of developing personalized leadership plans and conducting regular performance assessments to ensure the effectiveness of LDPs. They recommended that financial organizations focus on customizing LDPs to address specific managerial needs and challenges. The study offers practical recommendations for enhancing leadership training in the financial sector and contributes to the understanding of how tailored programs can improve managerial effectiveness. The research emphasizes the value of personalization and ongoing evaluation in leadership development.

Taylor and Wilson (2021) investigated the impact of leadership development programs on managerial effectiveness within healthcare organizations using a survey of 180 managers. The study aimed to assess how LDPs affected managerial skills related to team management, strategic planning, and patient care. The results demonstrated that LDPs significantly improved these competencies, leading to better team performance and patient outcomes. Taylor and Wilson (2021) recommended incorporating modules on emotional intelligence and stress management into LDPs to further enhance their effectiveness. They emphasized the need to align LDP content with the specific challenges faced by healthcare managers. The study contributes to the understanding of how LDPs can be optimized for the healthcare sector and provides practical insights for program design. It highlights the importance of industry-specific content and emotional support in leadership training.

Kumar and Singh (2018) examined the effects of leadership development programs on managerial effectiveness in the manufacturing sector through a mixed-methods study with 220 participants. The research combined quantitative surveys with qualitative interviews to assess improvements in operational efficiency and leadership skills. The findings revealed that LDPs led to significant enhancements in managerial performance, including better problem-solving and team coordination. Kumar and Singh (2018) recommended incorporating hands-on training and real-world problem-solving scenarios into LDPs to maximize their impact. They emphasized the



importance of practical training elements in improving managerial effectiveness. The study contributes to the field by demonstrating the benefits of experiential learning in leadership development and offering actionable recommendations for program enhancement.

Adams and Fisher (2022) explored the impact of leadership development programs on managerial effectiveness within educational institutions through a case study approach involving 130 managers. The study aimed to assess how LDPs improved competencies such as strategic planning and staff development. The results indicated that LDPs led to significant improvements in these areas, enhancing overall managerial performance. Adams and Fisher (2022) recommended incorporating feedback mechanisms and peer learning opportunities into LDPs to further boost their effectiveness. They emphasized the importance of aligning program content with the unique needs of educational managers. The study provides practical insights for developing effective leadership training programs and contributes to the understanding of how tailored LDPs can enhance managerial effectiveness in education.

## METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low-cost advantage as compared to field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

## FINDINGS

The results were analyzed into various research gap categories that is conceptual, contextual and methodological gaps

**Conceptual Gaps:** While Smith and Johnson (2021) and Taylor and Wilson (2021) emphasize the need for practical skills and emotional intelligence, there is a lack of comprehensive analysis on integrating soft skills training within LDPs. Future research could explore how the incorporation of emotional intelligence, stress management, and other soft skills directly impacts managerial effectiveness and how these can be systematically integrated into LDPs across different sectors. Although Brown, Lee, and Roberts (2020) conducted a longitudinal study, many studies (e.g., Nguyen & Patel, 2019; Kumar & Singh, 2018) focus on short-term impacts. There is a need for more research on the long-term effects of LDPs, including how sustained improvements in managerial skills affect organizational performance over extended periods.

**Contextual Gaps:** Studies such as Nguyen and Patel (2019) and Garcia and Martinez (2022) suggest tailoring LDPs to specific sectors like technology and financial services. However, there is limited research on how LDPs can be adapted to other sectors like non-profits or government organizations, which might have different managerial challenges and needs. While Garcia and Martinez (2022) and Adams and Fisher (2022) highlight the importance of personalized LDPs, there is a lack of detailed research on how customization can be effectively implemented in various organizational settings. Future research could investigate best practices for personalizing LDPs based on different managerial levels and specific organizational contexts.

**Geographical Gaps:** Most studies, such as Smith and Johnson (2021) and Taylor and Wilson (2021), are based in Western or developed regions. There is a need to explore how LDPs impact

managerial effectiveness in different geographical settings, including emerging economies or regions with different cultural and economic contexts. Given the global nature of many organizations, research is needed to compare the effectiveness of LDPs across different cultural contexts. This includes understanding how cultural differences influence the perception and effectiveness of LDPs, which has not been extensively addressed in the reviewed studies.

## **CONCLUSION AND RECOMMENDATIONS**

### **Conclusions**

Leadership development programs (LDPs) play a crucial role in enhancing managerial effectiveness by equipping leaders with the skills, knowledge, and behaviors necessary to navigate complex organizational environments. Research consistently shows that effective LDPs contribute significantly to improving managerial competencies, including decision-making, strategic thinking, and interpersonal skills, which are essential for achieving organizational goals. These programs foster a deeper understanding of leadership principles and provide practical tools for addressing real-world challenges, leading to improved performance and productivity among managers. Moreover, LDPs promote personal growth and self-awareness, which are critical for effective leadership. By engaging in continuous learning and receiving targeted feedback, managers are better prepared to lead their teams, drive innovation, and adapt to changing market conditions. The positive impact of LDPs on managerial effectiveness is also reflected in enhanced employee satisfaction and organizational performance, as leaders who are well-trained and supported are more likely to inspire and engage their teams effectively.

In summary, investing in comprehensive and well-designed leadership development programs is a strategic approach for organizations seeking to enhance managerial effectiveness. Such programs not only improve individual leadership capabilities but also contribute to the overall success and resilience of the organization. The benefits of LDPs underscore the importance of ongoing investment in leadership development as a means to drive organizational excellence and competitive advantage.

### **Recommendations**

#### **Theory**

Future research should focus on developing comprehensive models that integrate various leadership theories and their impact on managerial effectiveness. By combining insights from transformational, transactional, servant, and strategic leadership theories, scholars can create a more nuanced understanding of how different leadership styles contribute to managerial effectiveness. This will enhance existing leadership theories and provide a more holistic framework for evaluating leadership development programs. Research should investigate mediating and moderating variables that influence the relationship between leadership development programs and managerial effectiveness. Variables such as organizational culture, employee motivation, and external market conditions may play critical roles in shaping the outcomes of leadership development efforts. Understanding these variables will contribute to theories by identifying key factors that affect the success of leadership development initiatives and managerial performance.

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### **Practice**

Organizations should design and implement leadership development programs that are tailored to the specific needs and challenges faced by their managers. Programs should be customized based on managerial levels, industry contexts, and individual development needs. This approach ensures that training is relevant and directly applicable to the challenges managers encounter in their roles, leading to enhanced managerial effectiveness. Implement robust measurement and evaluation frameworks to assess the impact of leadership development programs on managerial effectiveness. This includes setting clear objectives, using performance metrics, and gathering feedback from participants. Regular evaluation will help organizations identify areas for improvement, adjust programs as needed, and ensure that leadership development efforts are aligned with organizational goals.

### **Policy**

Organizations should design and implement leadership development programs that are tailored to the specific needs and challenges faced by their managers. Organizations should establish policies that support the implementation and sustainability of effective leadership development programs. Policies should include guidelines for program design, delivery, and evaluation, ensuring consistency and quality across the organization. Additionally, policies should allocate resources and support for ongoing leadership development initiatives. Foster a culture that values continuous learning and development at all levels of management. Policies should encourage managers to participate in ongoing leadership training and professional development opportunities. By embedding continuous learning into the organizational culture, companies can enhance managerial effectiveness and drive long-term success.

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